
University of Maryland, Baltimore



Emergency Management Plan March 2011

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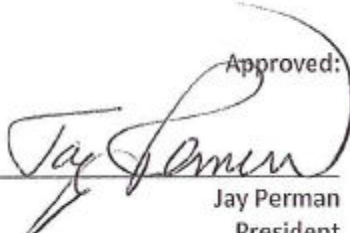
Approved:

Jay Perman
President

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Section 1: Plan Fundamentals

Introduction:

The University of Maryland Baltimore must be prepared to manage and mitigate emergency situations so that employees, students and visitors are protected; regulatory requirements are met; recovery from disruptive events is expedited; risk is reduced; and the confidence of the local community and State is maintained. The Emergency Management Plan that follows incorporates the principles outlined in the National Incident Management System (NIMS) so that the emergency response activities of the University may be more seamlessly integrated with those of outside agencies.

This Plan provides campus-wide guidelines for preparing for and responding to emergencies. It is the responsibility of each School and Unit to be aware of this Plan and to work cooperatively with the Office of Environmental Health and Safety to develop emergency evacuation plans specific to their buildings and spaces. Each School and Unit shall also develop specific emergency response measures to address any special needs and hazards unique to their programs.

As the risk environment is dynamic and actual emergency conditions varying, no part of these guidelines shall be construed as a contract between any employee, student, or visitor and the University. The University reserves the right to change any guideline at any time.

Purpose:

There are five specific goals of this Emergency Management Plan:

- 1) To promote the safety and security of students, staff, faculty, and visitors.
- 2) To minimize damage to University infrastructure and resources.
- 3) To minimize disruption of University programs.
- 4) To ensure University emergency response procedures are compatible with local and national emergency response standards.
- 5) To inform and assist the broader community as appropriate.

While many campus offices and departments respond in the event of an emergency the command and control of the response must be managed centrally in order to:

- 1) Facilitate the coordination and communication of responding units.
- 2) Ensure that resources are available where and when needed and utilized appropriately.
- 3) Ensure that the response to the emergency condition is timely and appropriate.
- 4) Facilitate information flow to and from the larger community of interest.

Scope:

An emergency is any unplanned event that can cause death or significant injury to employees, students, campus visitors, or the public; or that can disrupt operations; or cause physical property or environmental damage. The University conducts an annual vulnerability assessment to determine potential emergencies it needs to prepare for and to identify areas that require additional emergency planning.

Laws and Authorities:

The following laws and policies impact how the University prepares for and responds to emergencies.

Public Law:

- Homeland Security Presidential Directive (HSPD) 5, February 28, 2003, Management of Domestic Incidents
- Federal Civil Defense Act of 1950, as amended Public Law 920-81st Congress (50 USC App. 2251-2297)
- Disaster Relief Act of 1974: Public law 93-288
- Emergency Planning and Community Right to Know Act (EPCRA), Superfund Amendments and Reauthorization Act (SARA) Title III
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 106390, as amended (USC Title 42, The Public Health and Welfare Chapter 68, Disaster Relief), 2000
- The Disaster Mitigation Act of 2000 (DMA 2000) (P.L. 106-390)

Maryland Statutes:

- Annotated Code of Maryland, Public Safety, Title 14
- Maryland Emergency Management Act

University Systems Policy:

- VI-13.00, Policy on Campus Emergency Planning, Preparedness, and Response

University of Maryland Baltimore Policy:

- XI - 3.00(A), UMB Threat Response and Assessment Coordination Policy

Occupation Safety and Health Administration (OSHA):

- 29CFR1910.120, Hazardous Waste Operations and Emergency Response Standard
- 29CFR1910.38, Emergency Action Plans Standard
- 29CFR1910.39, Fire Prevention Plans Standard

Planning Conditions:

- The University is located in downtown Baltimore, Maryland. According to the 2010 Census, the population of the city of Baltimore is over 620,000.
- The University includes the Schools of Medicine, Dentistry, Law, Pharmacy, Nursing, Social Work, and Graduate Studies. Campus facilities include nearly 6,000,000 square feet in 62 buildings on 61 acres in West Baltimore near the Inner Harbor. The University has approximately 12,000 students, faculty, and staff.
- Law enforcement is provided to the campus by the University Police Department located on Campus. The Department maintains accreditation through the Commission on Accreditation for Law Enforcement Agencies. In addition, they maintain a close relationship with the Baltimore City Police and other police agencies in the state.
- Fire, emergency medical, and HAZMAT services are provided by the Baltimore City Fire Department. The University also has a trained and equipped internal HAZMAT team.
- Health and safety services to the campus are provided by the University's Environmental Health and Safety Department.
- Health services are provided on campus by the University's Student and Employee Health Department. If emergency care is required, the Baltimore City Fire Department provides ambulance transportation to the University of Maryland Medical Center or other local hospitals.
- The University receives its power from Baltimore Gas & Electric through four dedicated 13.2Kv feeders from the Greene Street substation. Veolia provides heating service (steam). Potable and fire protection water is provided by Baltimore City.

Mutual Aid Agreements:

Recognizing the University's limited resources, mutual aid agreements provide access to additional critical resources to respond to major emergencies. Mutual aid agreements are in place with regional universities to help supplement the University's emergency response capabilities.

Section 2: Emergency Programs

This plan outlines the overall process and procedures the University will use when responding to an emergency. However, an effective response to an emergency requires comprehensive planning from all levels of campus personnel. To help facilitate this, the University has developed the following emergency programs to improve its overall response to an emergency:

- **Emergency Reference Guides** – Located in each building near the elevators, these guides outline vital information to assist and actions to be taken by students, faculty, staff, and visitors in the event of an emergency while on campus.
- **Building Emergency Response Plan** - Designed to provide assistance during campus emergencies, each facility has a Building Coordinator trained to work with first responders during certain emergencies. Each facility also has Emergency Wardens on each floor to assist the Building Coordinator should either shelter-in-place or evacuation be necessary.
- **Emergency Evacuation Plan** – Each campus facility has a plan which provides specific directions on evacuation during an emergency. Emergency Wardens are selected for each floor of campus buildings to assist during an emergency. The Wardens are trained in their duties and responsibilities and report to the University Fire Marshal.
- **Emergency Communication Plan** – The campus emergency communication plan outlines emergency notification and communication procedures for communicating with the campus and local community, external stakeholders and the media.
- **Response and Assessment Coordination Policy** – The University Threat Response and Assessment Coordination Policy promotes a safe environment for all University students, faculty, staff, volunteers, visitors, and affiliate employees. The policy establishes a zero tolerance philosophy for threats and acts of aggression or violence; guidelines for conduct; the requirement to report threats and acts of aggression or violence; and the requirement to be sensitive to and consider reporting warning signs of threats and acts of aggression or violence. The policy establishes a Threat Response and Assessment Coordinating Team (TRACT) that coordinates responses to reports of threatening, aggressive or violent behavior. The TRACT is also responsible for providing the campus community information and training on the Threat Response and Assessment Coordination Policy and appropriate information sharing concerning distressed or disturbed members of the campus community. The TRACT coordinator and/or designated members will conduct training on an annual basis.

Section 3: National Incident Management System (NIMS)

The University will model its emergency response protocols to those outlined in the National Incident Management System (NIMS) including the use of the Incident Command System (ICS) outlined therein. This will allow the University to integrate its emergency response procedures with outside agencies that utilize NIMS and ICS. University emergency response programs and protocols will be developed and emergency response personnel will be trained in accordance with these systems.

Incident Command System:

The Incident Command System (ICS) is a national model for managing both small and large scale emergencies and other complex events. Employing ICS provides the ability to effectively communicate and coordinate response actions with external emergency response agencies through a standardized and common emergency management and response approach.

Elements common to all ICS include:

- The use of common terminology to define organizational functions, incident facilities, resource descriptions, and position titles.
- The use of modular and scalable organizations based on the size and complexity of the incident.
- The development and use of an Incident Action Plan (IAP) that outlines the strategies and objectives of the agencies response to an emergency.
- A clear chain of command and unity of command that clearly outlines the reporting relationships of each group and individuals responsible for responding to an emergency.
- The use of a Unified Command (UC) for incidents involving multiple emergency response agencies.
- The establishment of a manageable span of control for supervising and managing personnel responding to an emergency.
- The establishment of pre-designated emergency management locations and facilities to include the Emergency Operations Center.
- Plans and procedures for the management and coordination of resources.
- Information and intelligence management systems and protocols.
- The use of integrated and interoperable communication systems.

The following section outlines the basic roles and responsibilities for the positions and response sections in an Incident Command System. Figure 1 provides an overview of the organization structure and relationship of the entities discussed below.

- **Incident Commander (IC)**
 - Manage the University's response to an emergency including the oversight of all emergency response activities.
 - Determine what additional command and general staff are needed to respond to an emergency and oversees their activities.
 - Establish the command post.
 - Activate the University alert system to warn faculty, staff, and students of an emergency.
 - May also function in the roles of the command and general staff depending on the complexity of the event.
- **Command Staff**
 - Reports directly to the Incident Commander and include the Safety Officer, Public Information Officer and Liaison Officer.

- The **Public Information Officer (PIO)** is responsible for communicating information about the emergency to the public and media. During multiple agency responses to an emergency the PIO shall coordinate their communications to the public and media with other agencies responding to the emergency.
- The **Liaison Officer** is responsible for coordinating the University's response with external agencies responding to the emergency. The Liaison Officer may also need to coordinate with internal groups involved or impacted by the emergency.
- The **Safety Officer** is responsible for identifying and addressing hazards to emergency response personnel and the campus community and ensuring that safety measures are in place to protect people responding to or impacted by the emergency.
- **General Staff**
 - The general staff are the individuals in charge of the Operations, Planning, Logistics, and Finance and Administration sections responding to an emergency.
 - Each section is headed by a Section Chief that reports directly to the Incident Commander.
 - Section chiefs are responsible for managing all incident specific operations within their respective areas.
- **Emergency Response Sections**
 - Depending on the complexity of an emergency, the University may establish one or more emergency response sections to aid in the response. These include Operations, Planning, Logistics and Finance and Administration sections. The roles and responsibilities of each section are described below.
 - The **Operations Section** is responsible for the actual response to mitigate, control, and resolve the emergency.
 - The **Planning Section** is responsible for developing the Incident Action Plan (IAP) for the emergency. They also serve to collect, monitor, and analyze information about that emergency in order to assist in the response.
 - The **Logistics Section** is responsible for obtaining the necessary supplies, personnel, and material required for response to an emergency.
 - The **Finance & Administration Section** is responsible for overseeing the purchasing and accounting for the costs associated with the response to an emergency. This section is also responsible for documenting expenditures due to the response to an emergency so that the University can seek financial reimbursement for costs incurred during the response.

Unified Command System:

The Unified Command system provides a team-based approach to managing emergencies. This allows all agencies responding to an emergency to establish a common set of incident objectives and jointly make decisions and speak with a common voice. The composition of the members of the Unified Command is dependent on the type and severity of an incident. The graphic below outlines how the University will function in a Unified Command system.

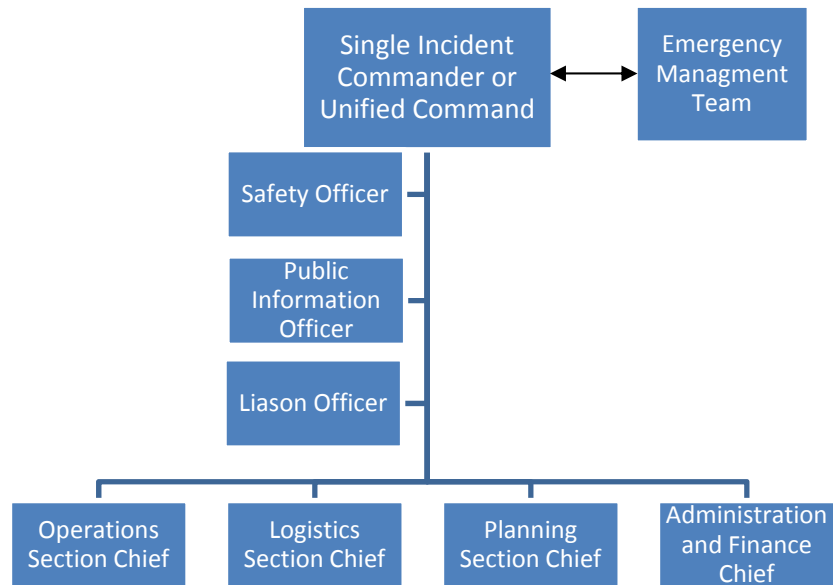


Figure 1 - Incident Command System

Section 4: Integrated Emergency Management Plan

Concept of Operations:

The Emergency Management Director (EMD) will oversee the development, coordination, and revisions to this plan. The plan is designed to prepare for and manage emergencies in a comprehensive manner. As outlined in Figure 2 and discussed in subsequent sections, this involves an ongoing cycle of mitigation and prevention, preparedness, response, and recovery activities.

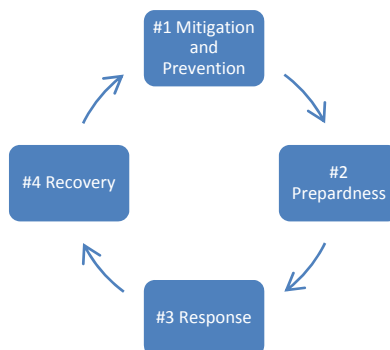


Figure 2 - Comprehensive Emergency Management Process

Emergency Levels:

To help the University manage its response to emergencies, it classifies them according to their severity and potential impact. This also assists in communicating the resources the University needs to properly respond to the emergency.

	Level 1	Level 2	Level 3
Impact to operations or services	Major or complete	Intermediate	Limited
Evacuation	Multiple buildings or entire University	Floor or building	None or immediate area only
Participation	All University response units and multiple outside responders	Key University response units and limited outside responders	University response units only
Risk of injury	Likely	Possible	Possible
RESPONSE	FULL	INTERMEDIATE	LIMITED

Figure 3 - Response Levels

- **LEVEL 1: A major disaster or imminent threat involving the entire campus and/or surrounding community.** Immediate notification to the Emergency Management Director is mandatory. Normal University operations are reduced or suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external agencies and jurisdictions.
- **LEVEL 2: An emergency or potential threat that disrupts sizable portions of the campus community.** Notification of Emergency Management Director determined by IC or designated official. Level 2 emergencies may require assistance from external organizations. These events have the potential to escalate quickly and have serious consequences for mission-critical functions, or may threaten life safety.
- **LEVEL 3: A minor, localized department or building incident that is quickly resolved with existing University resources or limited outside help.** Notification to Emergency Management Director not normally needed unless there is the potential for the emergency to escalate. A Level 3 emergency has little or no impact on personnel or normal operations outside the locally affected area.

Mitigation and Prevention Programs:

The University conducts mitigation and prevention activities to reduce the potential for and impact of emergencies on the University and the local community. The goal of these programs is to reduce potential hazards and vulnerabilities to the University and their impact if they should occur. These programs include comprehensive security, safety, and fire prevention programs. They are integrated into every aspect of University business from

the design and construction of new buildings, background checks of employees, and ongoing programs to identify and mitigate hazards.

Preparedness Programs and Activities:

The University prepares for emergencies through a systematic process of vulnerability assessment and readiness exercises. Preparedness activities include:

- Identifying and obtaining emergency equipment and resources.
- Emergency planning and program development to include ongoing emergency response training, an Emergency Warden and Building Coordinator program, monthly meetings of the Emergency Management Team, and the development and maintenance of Continuity of Operations Plans.
- Conducting periodic exercises to identify weaknesses in emergency response plans and capabilities and taking corrective action to address these.
- Comprehensive training of emergency personnel.
- Threat Response and Assessment Coordination Team program.
- Establishment of mutual aid agreements with regional universities and government agencies.
- Conducting periodic inspections of facilities for hazards and new risks.
- Conducting a comprehensive annual vulnerability risk assessment.

Response Programs:

The University shall respond promptly and in an appropriate manner to all emergencies. The University shall base its response on the following priorities:

- **First Priority:** Life Safety
- **Second Priority:** Incident Stabilization
- **Third Priority:** Property Conservation

Emergency Notification

Emergency notification and communication with both internal and external stakeholders is a critical element of emergency management. Each emergency situation has unique circumstances and requirements. UMB emergency managers must be flexible when meeting their requirements to notify stakeholders of an emergency and when directing emergency response actions. However, the nominal sequence of notification is as follows:

- A member of the campus community identifies an emergency situation and calls the University Police
- University Police evaluate the situation, take action within the scope of their operational responsibilities, and make appropriate notifications to internal and external stakeholders
- First responders follow the principles of the Incident Command System
- The Incident Commander (IC) assumes command, establishes an Incident Command Post (ICP) and assigns responsibilities to his Command and General Staff members
- The University Police notify the UMB Emergency Management Director (EMD) of a campus emergency
- The EMD notifies the Emergency Management Team (EMT) and designates an Emergency Operations Center (EOC)
- The IC determines the need and scope for campus notification and gives such direction to the Public Information Officer (PIO)
- The EMD determines the need and scope for supplemental campus notification and gives such direction to the AVP for Communications and Marketing

The AVP for Communications and Marketing (or designee) is a member of the EMT and will normally be located with the EMT in the EOC. That person's role is to assist the EMD in creating and disseminating internal and external messages authorized by the EMD. The AVP for Communications and Marketing or designee will also identify a media relations representative who will be located at the ICP and serve as the PIO for the IC.

The PIO and the AVP for Communications and Marketing have a number of options for communicating with internal and external stakeholders. The selection of the communication channels to be used depends upon the nature and magnitude of the emergency and the direction of the IC and the EMD. The communication modes and their features are as follows:

Internal Communication

- Email distribution lists
- e2Campus, the campus electronic notification system, also known as Campus Alerts.
- Building Voice Announcement Systems
- University Police, Facilities Management and Parking and Transportation Services radio systems
- Emergency Wardens: There are at least two Emergency Wardens for every floor of every UMB building.
- Building Coordinators: There is a Building Coordinator assigned to every UMB building.
- Runners

Internal and External Communication

- Web-based: There are several types of Web-based communication modes that may be used to communicate with internal and external stakeholders.
- Campus Alerts Page
- UMB and/or School Home Pages
- Social Media
- Media (TV, Radio, and Newspapers)

In an expanding emergency that involves multiple agencies and/or jurisdictions, a Unified Command may be established. In that case the principles of a Joint Information System (JIS) will be established. JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort. The AVP for Communications and Marketing will designate the UMB representative to participate in the JIS.

Once Unified Command has been established, a Joint Information Center (JIC) will be created to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

A complete list of contact information for command and general staff, key campus units, and the Emergency Management Team members will be maintained at all times by the Emergency Management Director, the Department of Public Safety Dispatch Center, and the Maintenance Service Center.

Assessment and Response

For any incident, the person currently in charge (Incident Commander) must do at least the following:

- Assess the situation.

- Determine if life is at immediate risk.
- Ensure that personnel safety factors are taken into account.
- Determine if there are any environmental issues that need to be addressed.

From that point, the Incident Commander shall develop initial response actions to effectively manage the event. Initial response activities include:

- Assume command and establish the Incident Command Post.
- Establish immediate incident objectives, strategies, and tactics. The size-up should provide information about what needs to be done first to prevent loss of life or injury and to stabilize the situation. For small incidents, the initial Incident Action Plan (IAP) may be verbal and may cover the entire incident. For larger, more complex incidents, the initial IAP may cover the initial operating period. A written IAP will then be developed.
- Determine if there are enough resources of the right kind and type on scene or ordered. The incident objectives will drive resource requirements.
- Establish the initial organization structure need to properly address the emergency and maintain the proper span of control.
- Ensure that the Emergency Management Director (EMD) has been notified of all Level 1 and 2 emergencies.

Progressive Response to an Emergency

As outlined in the NIMS Planning P, the University's response to an emergency can vary from a simple individual unit response with verbal incident objectives up to a full response from the University and outside agencies and a written Incident Action Plan (IAP). The following section outlines the process involved in responding to a large scale emergency.

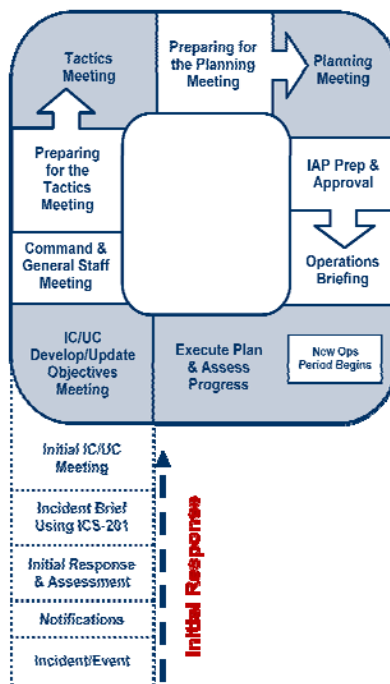


Figure 4 - NIMS Planning P

Understand the Situation: The first step to responding to an emergency is to gather, record, and analyze information in a manner that will facilitate:

- Increased situational awareness of the magnitude, complexity, and potential impact of the incident.
- The ability to determine the resources required to develop and implement an effective IAP.
- Determine command and general staff needed to manage the emergency.

Establish Incident Objectives and Strategy: Next, incident objectives must be developed and prioritized for the response to the emergency. The incident objectives must conform to the legal obligations and management objectives of all affected campus units and responding agencies. Reasonable alternative strategies that will accomplish overall incident objectives should also be identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors, estimated costs, environment, legal, and political considerations.

Develop an Appropriate Response Plan: Determine the tactical direction and the specific resources, reserves, and support requirements for implementing the selected strategies and tactics for the operational period. Before formal planning meetings, each member of the Command and General Staffs is responsible for gathering information pertinent to their role in the response.

Prepare and Disseminate the Response Plan: Prepare the response to the emergency in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

Execute, Evaluate, and Revise the Response Plan: The planning process includes the requirement to execute and evaluate planned activities and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period. For simple incidents of short duration, the IAP will be developed by the Incident Commander or that person's designee and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not warrant a formal planning meeting process as highlighted above.

- Conditions that may warrant a written IAP include when:
 - Two or more jurisdictions are involved in the response.
 - The incident continues into the next operational period.
 - A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
 - It is required by agency policy.
 - A HAZMAT incident that has a potential to expose the public to hazardous materials (IAP required).

Written Incident Action Plan (IAP): A written IAP shall include the following elements:

- A clear statement of objectives and actions.
- A basis for measuring work effectiveness and cost effectiveness.
- A basis for measuring work progress and providing accountability.
- Documentation for post-incident fiscal and legal activities.

Transfer of Command:

A transfer of command may be needed when a more qualified Incident Commander arrives on scene or for emergencies that last multiple operational periods. The following key actions are required for a transfer of command from one incident commander to another.

- The incoming Incident Commander shall assess the situation with the current Incident Commander.
- The incoming Incident Commander shall receive a briefing from the current Incident Commander.
- The incoming and current Incident Commander shall determine an appropriate time for transfer of command and document the transfer (ICS Form 201).
- The incoming Incident Commander shall notify others of the change in incident command.
- If applicable, the incoming Incident Commander shall assign the current Incident Commander to another position in the incident organization.

A transfer of command briefing must be held by the current Incident Commander, and take place face to face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations as directed by policies and guidelines
- Incident potential
- Status of Delegation of Authority, inherent or specific

Recovery Programs:

The University will maintain the capability to address both the short and long term impacts of emergencies. After life and safety issues have been addressed the primary goal is the restoration of normal operations. To facilitate this, the University has developed comprehensive Continuity of Operations Plans (COOPs) for each School and Unit. Personnel responsible for implementing the COOPs will receive training and participate in periodic exercises designed to test the integrity and viability of the plans.

Section 5: Emergency Management Team (EMT)

Purpose:

The Emergency Management Team (EMT) is responsible for ensuring that the University is properly prepared to respond to an emergency. As needed, the EMT provides support to the Incident Commander during the University's response to an emergency. This support role may or may not require that EMT or portions of it convene in the Emergency Operations Center.

The primary functions of the EMT are to:

- Provide oversight and direction to the University emergency preparedness activities.

- Develop emergency response policies and programs.
- Provide support to the Incident Commander during an emergency.
- Assist with the staffing and management of the Emergency Operations Center (EOC).

The EMT consists of the following representatives from campus. Each team member must designate an appropriate substitute in the event that they are not available or cannot be reached. Additional staff may be called upon to assist with the emergency response.

Emergency Management Director (EMD)

- Associate Vice President for Facilities and Operations

Team Members:

- Vice President, Administration and Finance
- Director, Environmental Health & Safety
- Director, Operations and Maintenance
- Director, Architecture, Engineering and Construction
- Associate Vice President, OEA Communications and Publications
- Director, Public Safety
- Associate Vice President, Human Resources Services
- Assistant Director, Information Technology
- Director, Student and Employee Health
- Associate Vice President for Academic and Student Affairs
- Director, Counseling Center (students)
- Director, Employee Assistance Program (staff and faculty)
- Director, Media Relations (affected school as necessary)
- Director, Parking and Transportation Services
- Student Representative
- School Representatives (as needed)

Emergency Management Team Activation:

When an emergency occurs, the Incident Commander or Emergency Management Director will determine if the EMT needs to be activated and notify the appropriate members.

Emergency Operations Center:

The Operations and Maintenance Tech Room located in the Pearl Street Garage at 660 West Pearl Street has been designated as the Emergency Operations Center for the campus. In the event that the Pearl Street Garage is involved in the emergency, or is otherwise unavailable, the Pine Street Police Station, located at 214 North Pine Street, will function as the back-up Emergency Operations Center.

Both the primary and back-up Emergency Operations Centers will maintain copies of all campus emergency management procedures and manuals listed below. The EMD will assume responsibility for seeing that this information is updated on an annual basis.

- Emergency Management Plan List of Team members and designated substitutes with telephone and other contact numbers.
- List of key University personnel by school and unit with corresponding telephone, email, fax and other communication information.
- Building evacuation plans.
- Emergency Warden contact list.
- Comprehensive list of all University faculty, employees, and staff, with pertinent information, including individuals with special needs. Floor plans of all Campus-owned and/or occupied buildings.
- Building Coordinator contact list.
- Current Campus Telephone Directory, plus white and yellow pages phone books.
- Directory of campus-wide email addresses and fax numbers. List of home telephone numbers of key University personnel.
- Computer disks containing important departmental information that will be needed during an emergency (i.e. media phone numbers). The disks must be compatible with the computer software in use at the Emergency Operations Centers.
- Telephone and/or other contact numbers for area neighborhood association presidents and facility managers.
- List of campus radio frequencies.

Section 6: Post Incident Exercises and Training

Post-Incident or Event:

The Emergency Management Director will schedule an after action review as soon as possible after a major incident or event and include all appropriate participants. The meeting will focus on lessons learned and will be documented by a written report of findings and an improvement plan if determined to be necessary.

Exercises:

Exercises and drills are a key part of the University's emergency response management program. The Emergency Management Director will be responsible for scheduling and oversight of emergency exercises. Exercises will be developed based on an assessment of which areas of emergency response capability need testing and will include appropriate internal and external groups needed to effectively test the University's response.

Training:

All University departments are responsible for ensuring that their employees are trained on the emergency response procedures required of their position. In addition, emergency response personnel will be trained to the level required for the role(s) they will serve in an emergency. Training for emergency response personnel will be based on that recommended by National Incident Management System (NIMS).

Students are provided information on emergency management during orientation, through periodic emails and as part of the University's annual Clery Reporting requirements.

Section 7: Plan Maintenance and Distribution

The Emergency Management Director shall ensure that the EMP is updated at least annually and distributed to appropriate members of the campus community and local emergency response agencies.