

FROSTBURG STATE UNIVERSITY

# Crisis Intervention Plan

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August 2010  
(Reviewed August 2011)

# FROSTBURG STATE UNIVERSITY

## CRISIS INTERVENTION PLAN

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## I. PURPOSE

For Frostburg State University to effectively carry out its mission it must be prepared and able to effectively respond to and resolve critical incidents. This Crisis Intervention Plan identifies the top hazards to the University and outlines mitigation response plans.

## II. GOALS

- to respond to critical incidents involving students and to provide for the safety and security needs of the University community.
- to offer counseling, guidance and support to members of the University community, their families, and University caregivers.
- to use the critical incident as a 'teaching moment' to enhance the quality of life for all University individuals touched by the incident.
- to review and revise the crisis intervention plan every three years or as required.

## III. RELEASE OF INFORMATION

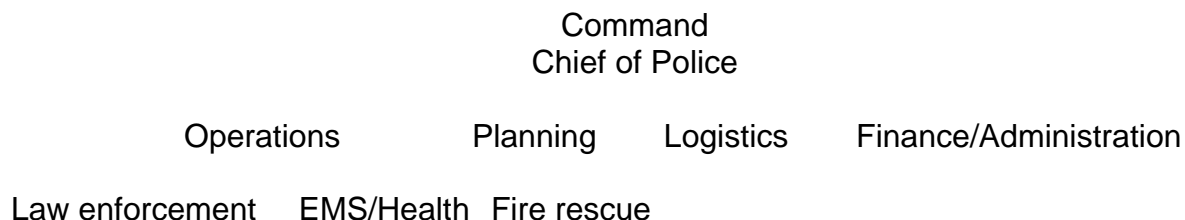
The situation during a critical incident is fluid and dynamic, control of information released by officials of the University is extremely important. During a critical incident a Public Information Officer (PIO) will be designated. Information will be only released to the media or other individuals outside of the Incident Management Team by the designated PIO.

Individuals engaged in the response, mitigations, and resolution of a critical incident must adhere to confidentiality requirements mandated by FERPA, HIPPA and any other laws or regulations pertaining to the release of information.

## IV. INCIDENT MANAGEMENT

Critical incidents will be managed under the Incident Command System (ICS). The ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in domestic incident management activities. It is used for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade, including acts of catastrophic terrorism. ICS is used by all levels of government, as well as by many private sector and nongovernmental organizations. ICS is normally organized around five major functional areas: command, operations, planning, logistics, and finance and administration. A sixth functional area, intelligence, may be established if deemed necessary by the Incident Commander, depending on the situation.

The following organizational chart illustrates the ICS structure and will be utilized to response to any critical incident.



The incident is commanded by the Chief of Police who reports to the President of the University. The functional units are staffed with appropriate personnel with decision making authority depending on the type of incident (IMT). Under the Operations unit are a law enforcement, health/EMS and Fire Rescue branches.

An annual drill, initiated by the Chief of University Police, will be conducted by the University to provide ongoing training and update and preparation of a crisis.

## V. DEFINITION OF EMERGENCY LEVELS

### **Code Yellow – INCIDENT**

An incident is a situation that requires a response from a single University resource in a normal, routine capacity. Examples are single injury, small and easily contained fire etc. During a code yellow incident the following may typically occur:

- Maintain restrictions on entering residence halls by non-residents.
- Require all faculty, staff, and students to display their University ID Cards at all times.
- Increase restrictions at some facilities.

### **Code Orange – UNEXPECTED OCCURANCE**

An unexpected occurrence is a situation that requires a response by two or more University resources above a routine capacity. These emergencies involve a cooperative effort and a commitment of personnel, equipment or resources that would disrupt the normal working routine of responding resources. Examples include bomb threat, imminent physical violence, and physical plant failure. During a code orange incident the following may typically occur:

- The University will further restrict access to the perimeter of the Main Campus and buildings outside the Main Campus. During non-business hours, we will limit access to the campus through certain entrances.

- Commercial traffic will be subjected to special clearance protocols before being allowed to enter the campus. Other vehicles will be spot-checked as needed.
- In addition to the individual preparations described above, be sure that you have ready access to your essentials.
- Continue to be vigilant for suspicious activity.
- Watch for media alerts and continuing information from the University.

### **Code Red – UNIVERSITY CRISIS**

A University crisis is an event or situation which presents the potential to cause severe disruption within the academic community and interferes with the University's ability to carry out its mission and is a situation that is, or soon could be out of control. The situation is of the magnitude that it requires utilization of all University resources, or a combination of University resources and multiple outside resources. Examples include tornado, large fire, incident with multiple deaths, active shooter etc. During a code red incident the following may typically occur:

- Increase staffing at command and control levels.
- The University will continue and intensify all Code Orange actions outlined above relating to campus access and vehicular traffic.
- To the extent possible, we will limit building access to a single point of entry.
- All visitors to campus facilities will be signed in and out and required to display a "visitors" ID.
- Building and Floor Marshals will conduct regular safety tours of the buildings.
- To keep you apprised of important information, the University will use E2Campus, its website, e-mail, voicemail, and our Marshals System.
- Keep ready access to your medicines and phone numbers.
- Understand that cancellations, disruptions, and delays in normal University operations will happen.
- Please plan activities and events accordingly.
- Remain vigilant, follow media reports closely, and be alert for communication from the University.

## I. COMMUNITY HEALTH INCIDENTS

Exposure to **chemical, biological, radiological environmental and natural** hazards, toxic substances, food poisoning, etc.

### IMMEDIATE NOTIFICATION:

#### INITIATING DEPARTMENT

- notifies university police

#### UNIVERSITY POLICE

- calls 911
- calls Chief of Police
- calls DIRECTOR OF RESIDENCE LIFE
- calls DIRECTOR OF FACILITIES
- calls DIRECTOR OF HUMAN RESOURCES

#### DIRECTOR RESIDENCE LIFE

- notifies VICE PRESIDENT, STUDENT EDUCATIONAL SERVICES
- mobilizes RESIDENCE LIFE STAFF
- notifies related areas (such as FOOD SERVICE, etc.)

#### DIRECTOR OF FACILITIES

- notifies and mobilizes appropriate staff

### INITIATING THE CRISIS RESPONSE:

#### Chief of Police - COORDINATOR INCIDENT MANAGEMENT TEAM (IMT)

- designates ON-SITE RESPONSE TEAM (ORT) LEADER
- designate a IMT member to establish a line of communication with ALLEGANY COUNTY HEALTH DEPARTMENT, ALLEGANY COUNTY EMERGENCY MANAGEMENT, RED CROSS, CENTER FOR DISEASE CONTROL, WESTERN MD HEALTH SYSTEMS (as needed)
- notifies IMT of meeting (including NEWS AND MEDIA SERVICES, HEALTH SERVICES, UNIVERSITY POLICE, LEGAL COUNSEL, VP's or DESIGNEE, RESIDENCE LIFE, OTHER CAMPUS/COMMUNITY)

#### DIRECTOR NEWS AND MEDIA SERVICES

- notifies PRESIDENT/OTHER ADMINISTRATOR/FACULTY
- prepares communication for press release
- implement University System of Maryland (USM) procedures

**NOTE: REFER TO SERIOUS INJURY OR DEATH PROTOCOL IF NEEDED**

## **WITHIN THE FIRST 12 HOURS:**

### **ON-SITE RESPONSE TEAM**

- provides direct service
- assesses situation and communicates to IMT
- coordinates with the Community Incident Commander
- coordinates with on-site community agencies

### **DIRECTOR OF NEWS AND MEDIA**

- prepares communication for faculty, staff, students and parents
- updates press release
- handles media inquiries and official university statements

### **INCIDENT MANAGEMENT TEAM**

- determines if other protocols need to be implemented or monitored
- provides additional resources to ORT as needed
- maintains open communication with community agencies

## **WITHIN 1 – 3 DAYS:**

### **ON-SITE RESPONSE TEAM**

- consult with counseling staff, health staff and campus clergy for personnel support
- work with HUMAN RESOURCES staff regarding employee welfare.
- prepare and submit crisis response report to IMT

### **INCIDENT MANAGEMENT TEAM**

- prepare report of projected personnel, financial and academic implications
- provide debriefing for ORT
- monitor need for follow up with external and internal communications
- collaborates responses with WESTERN MARYLAND REGIONAL MEDICAL CENTER

## **II. DEATH OR SERIOUS INJURY**

*Death, especially of a student who is on-campus, will, in general, demand much greater attention and involvement of the ON-SITE RESPONSE TEAM.*

### **IMMEDIATE NOTIFICATION:**

#### **INITIATING DEPARTMENT**

- notifies UNIVERSITY POLICE

#### **UNIVERSITY POLICE**

- calls 911, if this has not yet been done, and C3I if this is a Criminal Offense. If this is a Criminal Offense, the immediate area is considered a crime scene
- notifies DIRECTOR OF RESIDENCE LIFE (if on campus)
- insures safety of the area to prevent additional deaths or injury (if necessary)
- calls Coordinator of INCIDENT MANAGEMENT TEAM
- notifies DIRECTOR OF FACILITIES and DIRECTOR OF HUMAN RESOURCES (depending on the crisis)

#### **DIRECTOR OF RESIDENCE LIFE**

- notifies VP FOR STUDENT AND EDUCATIONAL SERVICES or DESIGNEE
- calls together RDs & RAs in affected Residence Hall to work with roommates, friends, hall mates, etc., of deceased student

### **INITIATING THE CRISIS RESPONSE:**

*(NOTE: The University does not report suspected cause of death. Only the coroner can make the public announcement.)*

#### **COORDINATOR OF INCIDENT MANAGEMENT TEAM**

- designates ON-SITE RESPONSE TEAM (ORT) LEADER
- notifies all INCIDENT MANAGEMENT TEAM members
- determines time for a meeting (most likely on site)
- contacts UNIVERSITY COUNSEL

#### **INCIDENT MANAGEMENT TEAM**

- meets and determines the appropriate response
- notifies family or guardians and meets with them if they are present
- encourages the use of COUNSELING, CAMPUS MINISTRY, etc. to students, faculty, staff
- contacts MEDICAL EXAMINER'S OFFICE

#### **DIRECTOR OF NEWS AND MEDIA SERVICES**

- notifies PRESIDENT, VP's, DEANS and any other pertinent administrators or faculty
- begins development of FSU response to Media



## **WITHIN THE FIRST 12 HOURS:**

### **COORDINATOR OF ON-SITE RESPONSE TEAM**

- determines on-site response

### **ON-SITE RESPONSE TEAM**

- reports to site
- some members may go to the Hospital if the situation warrants
- identifies appropriate friends, acquaintances of the deceased as targets for special intervention. (*Special attention should be given to roommates, close friends, and persons who may have witnessed the death.*)
- informs UNIVERSITY COUNSEL of all pertinent information

### **INCIDENT MANAGEMENT TEAM**

- plans for and provides support for those involved in the crisis response (e.g. other team members and members of the Residence Hall staff)
- plans for support activities for affected groups (e.g. students in the Residence Hall)
- alerts appropriate person involved to target and monitor individuals who may be potential risks for stress response
- makes contact with the family of the victim
- CAMPUS MINISTRY MEMBERS initiate plans for a Memorial Service or other rituals for healing (e.g. university-wide prayer service) and possible consultation/coordination with the victim's home clergy.

### **DIRECTOR OF NEWS AND MEDIA SERVICES**

- prepares official University statement (if necessary) and drafts of written communication to the University Community
- handles media inquiries
- prepares personal communication to the family of the victim on behalf of the PRESIDENT and University Community

## **WITHIN THE NEXT 12 – 24 HOURS:**

### **INCIDENT MANAGEMENT TEAM**

- continues response to the family of the deceased and families of those affected (if needed)
- continues response to affected students

### **ON-SITE RESPONSE TEAM**

- meets for a formal debriefing with members
- reviews activities and makes any further decisions that are necessary
- appoints an individual to be in charge of dealing with the needs of the victim's family (e.g. travel arrangements, arranging lodging, etc.)

**WITHIN THE NEXT 2 – 7 DAYS:**

**STUDENT AND EDUCATIONAL SERVICES STAFF**

- makes arrangements for flowers at the funeral
- determines appropriate persons to represent the University at the funeral
- makes funeral information known to University Community
- works with CAMPUS MINISTRY to schedule a Memorial Service
- helps coordinate any monetary matters of the deceased student with the family (e.g. any refunds of tuition, etc.)

**ON-SITE RESPONSE TEAM**

- gathers for another debriefing
- reviews procedures followed during the crisis
- makes recommendations for protocol changes for the future
- COORDINATOR OF ORT makes a Report of the Crisis and Response.

**INCIDENT MANAGEMENT TEAM**

- continues response to family of victim (if necessary)
- continues response to affected students (if necessary)

**WITH THE NEXT 18 MONTHS:**

**INCIDENT MANAGEMENT TEAM**

- initiates a series of “check backs” with the family of the victim

**COMMUNITY RESOURCES:**

- Red Cross
- MD State Police
- Area Clergy
- Western Maryland Regional Medical Center 24-Hour Emergency  
Mental Health Services
- Allegany County Health Department

### **III. NATURAL/PUBLIC DISASTER**

*A disaster is defined as any unforeseen event that causes damage, destruction and harm to individuals. Disasters can occur through nature (weather-related, e.g. tornadoes, severe blizzards, hurricanes) or other origin (fire, hazardous material spill). Local and regional evacuation sites (both on- and off-campus) to house on-campus students (approximately 1,500) with shuttle service should be identified and determined (see page 13).*

*Many of the potential campus disasters have existing protocols (regular drill evacuations for small fires, routine weather-related university closings and delays). The following protocol will address unusual and/or grave natural and public disasters affecting our students, employees and campus.*

#### **IMMEDIATE NOTIFICATION:**

##### **INITIATING DEPARTMENT**

- calls 911 (ALLEGANY COUNTY EMERGENCY MANAGEMENT CENTER should access emergency phone response to FSU campus)
- notifies UNIVERSITY POLICE

##### **UNIVERSITY POLICE**

- insures safety of the area to prevent injury, with appropriate staff, leads an evacuation, if needed.
- contacts FROSTBURG CITY POLICE for assistance (under Mutual Aid Agreement)
- calls COORDINATOR of the INCIDENT MANAGEMENT TEAM
- notifies DIRECTOR OF FACILITIES, DIRECTOR OF RESIDENCE LIFE and DIRECTOR OF HUMAN RESOURCES (depending on the crisis)

##### **DIRECTOR OF RESIDENCE LIFE/DIRECTOR OF FACILITIES**

- notifies necessary staff members (clean-up crews, RDs and RAs to disseminate information in the event of a campus evacuation).

#### **INITIATING THE CRISIS RESPONSE:**

*(NOTE: In the event of a death linked to a natural or public disaster, please follow the **SERIOUS INJURY AND/OR DEATH** Emergency Protocol to deal with that crisis.)*

##### **COORDINATOR OF THE INCIDENT MANAGEMENT TEAM**

- designates ON-SITE RESPONSE TEAM (ORT) LEADER
- notifies all INCIDENT MANAGEMENT TEAM members
- determines time for a meeting
- contacts UNIVERSITY COUNSEL

##### **INCIDENT MANAGEMENT TEAM**

- meets to determine the appropriate action (e.g. evacuation)

### **DIRECTOR OF NEWS AND MEDIA SERVICES**

- notifies PRESIDENT, VP's, DEANS and UNIVERSITY SYSTEM OF MARYLAND
- begins development of FSU response and delivers information to campus and media.

### **WITHIN THE FIRST 12 HOURS:**

#### **COORDINATOR OF THE ON-SITE RESPONSE TEAM**

- continues to moderate and assess on-site situation and work with University Police and Campus Safety Officer.

#### **ON-SITE RESPONSE TEAM**

- TEAM (or representative) visits site, gathers information and assesses situation.
- informs UNIVERSITY COUNSEL of all pertinent information.
- work with UNIVERSITY POLICE on crowd control by issuing IDs for people to access site.

#### **INCIDENT MANAGEMENT TEAM**

- make campus-wide judgment calls dealing with evacuation, campus safety, etc.
- make decisions for individuals and offer support for victims (housing, transportation, etc.)
- coordinates with victims to get in touch with their families.
- assist with relief efforts (EMTs, Red Cross, Brady Health, if needed).

### **DIRECTOR OF NEWS AND MEDIA SERVICES**

- prepares media statements and drafts of written communication to the University community and general public on the disaster, the university's response and necessary procedures.
- work with TELECOMMUNICATIONS in developing voice-mail message.
- prepares communication for the victims on behalf of the University PRESIDENT.

### **WITHIN 1 – 3 DAYS:**

#### **INCIDENT MANAGEMENT TEAM**

- continues to check on-site progress until problems are resolved
- continues to aid and support victims until resolution
- keeps UNIVERSITY PRESIDENT and COUNSEL informed on situations
- debrief and assess the situation/protocol

### **DIRECTOR OF NEWS AND MEDIA SERVICES**

- continues to inform the public on situation
- works with the PRESIDENT in writing thank you letters to cooperating

## Agencies

### **POSSIBLE FROSTBURG EVACUATION SITES:**

#### **ON-CAMPUS:**

- Chesapeake Dining Hall
- Cordts Physical Education Center

#### **OFF-CAMPUS:**

- Beall Elementary
- Mountain Ridge High School
- Frost Elementary
- Frostburg Armory
- Frostburg Community Center
- Frostburg City Place
- Local church halls

### **POSSIBLE SHUTTLE SERVICE:**

- Allegany County School Buses
- Allegany County Transit
- University vehicles

### **COOPERATING COMMUNITY RESOURCES:**

- Allegany County Board of Education
- Allegany County Emergency Management Center
- Allegany County Hazmat Team
- Allegany County Health Department
- Allegany County Sheriff's Department
- American Red Cross
- Area Clergy
- Area Fire Departments
- City of Frostburg
- Cumberland CERT (Crisis Emergency Response Team)
- Cumberland, Md., National Guard Emergency Unit
- Frostburg City Police
- Local EMS services
- Maryland State Police
- Western Maryland Regional Medical Center

## **IV. THREATS TO PUBLIC WELFARE**

*Incidents are of such magnitude that timely, full and appropriate communication between university offices and organizational structure and potentially community agencies is presumed. Incidents could include bomb threats, riots, or violent crime.*

### **IMMEDIATE NOTIFICATION:**

#### **INITIATING DEPARTMENT**

- notifies UNIVERSITY POLICE

#### **UNIVERSITY POLICE**

- calls 911
- calls DIRECTOR OF RESIDENCE LIFE
- calls DIRECTOR OF FACILITIES
- calls COORDINATOR OF THE INCIDENT MANAGEMENT TEAM (IMT)

#### **DIRECTOR OF RESIDENCE LIFE**

- notifies VICE PRESIDENT OF STUDENT AND EDUCATIONAL SERVICES
- mobilizes RESIDENCE LIFE STAFF

### **INITIATING THE CRISIS RESPONSE:**

#### **COORDINATOR INCIDENT MANAGEMENT TEAM**

- designates ON-SITE RESPONSE TEAM (ORT) LEADER
- notifies all INCIDENT MANAGEMENT TEAM members
- determines time for a meeting
- contacts UNIVERSITY COUNSEL

#### **DIRECTOR NEWS AND MEDIA SERVICES**

- notifies PRESIDENT/OTHER ADMINISTRATORS AND FACULTY
- prepares communication for news release
- implements UNIVERSITY SYSTEM OF MARYLAND (USM) procedures

### **WITHIN THE NEXT 3-12 HOURS**

#### **ON SITE RESPONSE TEAM**

- provides direct service
- assesses situations and communicates to IMT
- coordinates with ON-SITE COMMUNITY AGENCIES

#### **DIRECTOR OF NEWS AND MEDIA SERVICES**

- prepares communications to faculty, staff, students and parents
- updates existing press releases

**INCIDENT MANAGEMENT TEAM**

- determines if other protocols need to be implemented/monitored
- provides additional resources to the ORT as needed
- maintains open communication with community agencies

**WITHIN 1 – 3 DAYS:****ON-SITE RESPONSE TEAM**

- consult with counseling staff and campus clergy for personnel support
- prepare and submit crisis response report to IMT

**INCIDENT MANAGEMENT TEAM:**

- prepare report of projected personnel, financial and academic implications
- provide debriefing for ORT
- monitor need for follow up external and internal communications

## **V. PHYSICAL PLANT FAILURE**

*Physical plant failure which may impact the functioning of the university includes electrical failure, utility disruptions, serious damage to telephone and computer systems and serious building malfunction requiring building evacuation.*

### **IMMEDIATE NOTIFICATION:**

#### **INITIATING DEPARTMENT**

- notifies UNIVERSITY POLICE

#### **UNIVERSITY POLICE**

- notifies the DIRECTOR OF PHYSICAL PLANT OPERATIONS
- notifies COORDINATOR OF INCIDENT MANAGEMENT TEAM
- notifies DIRECTOR OF RESIDENCE LIFE, if appropriate

#### **DIRECTOR OF FACILITIES**

- reports to scene as ON-SITE RESPONSE TEAM COORDINATOR

#### **COORDINATOR INCIDENT MANAGEMENT TEAM**

- designates ON-SITE RESPONSE TEAM (ORT) LEADER
- notifies all INCIDENT MANAGEMENT TEAM members
- determines time for a meeting
- contacts UNIVERSITY COUNSEL

#### **DIRECTOR OF NEWS AND MEDIA SERVICES**

- notifies the PRESIDENT, VICE PRESIDENTS and other pertinent administrators

### **INITIATING THE CRISIS RESPONSE:**

#### **DIRECTOR OF FACILITIES**

- coordinates with appropriate community authorities (e.g.: police, fire, ambulance, public health, utility company)
- gathers information available about plant failure
- prepares the plant operations office for a Team meeting

#### **UNIVERSITY POLICE**

- coordinates police, fire, ambulance activities

#### **COORDINATOR OF INCIDENT MANAGEMENT TEAM:**

- confers with COORDINATOR OF THE ON-SITE RESPONSE TEAM/DIRECTOR OF FACILITIES
- activates additional personnel as needed (ON-SITE RESPONSE TEAM, evacuation)
- determines if other emergency protocols should be followed depending on the



- type of plant failure
- connects with other departments as necessary (e.g. HUMAN RESOURCES if intensive personnel information is needed, ACADEMIC COMPUTING if there is a technology issue, RESIDENCE LIFE and FOOD SERVICES to provide for displaced individuals)

**WITHIN THE NEXT 3 – 12 HOURS:**

**DIRECTOR OF NEWS AND MEDIA SERVICES**

- drafts communication to university community

**ON-SITE RESPONSE TEAM**

- contacts INCIDENT MANAGEMENT TEAM regarding communication with families of victims
- provides additional support for those involved in the crisis response depending on the extent and personal impact of the plant failure

**WITHIN THE NEXT 2 – 7 DAYS:**

**INCIDENT MANAGEMENT TEAM**

- meets with VICE PRESIDENT OF ADMINISTRATION AND FINANCE to survey the financial implications to the university
- schedule a meeting with crisis responders to review procedures and set up a debriefing session

**WITHIN THE NEXT 18 MONTHS:**

**INCIDENT MANAGEMENT TEAM**

- follow up with victims and their families as needed

**SPECIFIC DEPARTMENTAL EMERGENCY PROTOCOLS:**

- Library
- Academic Computing/Computing Services
- Chemistry

**List of Contact Numbers:**

Area/Region:

- Allegany County Board of Education, 301-759-2000
- Allegany County Emergency Management Center, 301-777-5908
- Allegany County Health Department, 301-759-5000
- Allegany County School Buses (contact: Jay Walbert, 301-729-3773)
- Allegany County Sheriff's Department, 301-777-5959
- Allegany County Transit, 301-722-6360
- American Red Cross, 301-722-1760
- Cumberland, Md., National Guard Emergency Unit, 301-777-9395
- Frostburg City Hall, 301-689-6000
- Frostburg City Police, 301-689-3000
- Maryland State Police, 301-729-2101
- Western Maryland Regional Medical Center 240-964-7000  
Emergency room 240-964-12000