

## Dartmouth College

### Clery Act Compliance Summary- Annual Test of Emergency Plans

#### Academic Year 2021-22

During the period of October 2022 to December 2022, the Dartmouth Office of Emergency Management (OEM) conducted 3 exercises as tests of the College's emergency plans. More specifically, Dartmouth tested plans for crisis communications and alerting, and bomb threat response plus subsequent evacuations. As a young office on campus, OEM used new or draft plans covering these important capability areas. Attachments A-C show the plans that were tested during exercise events. Attachments D-F illustrate the results of the tests of the emergency plans. Questions regarding the content or meaning of this summary can be directed by email to [Emergency.Manager@Dartmouth.edu](mailto:Emergency.Manager@Dartmouth.edu)

On October 13, 2022 OEM facilitated a tabletop exercise to test the response plan for bomb threats and subsequent evacuation. The exercise was a closed event, restricted to invited participants from the College's Emergency Planning Group (EPG), Department of Safety and Security (DoSS), and representatives from the Hanover Police and Fire Departments. It was not announced to the public. Exercise objectives included discussing plans for multi-agency response and coordination/unified command, assessing protocols for a bomb threat response, and evaluating Dartmouth's public information and warning system. See Attachment D for a copy of the summary.

On November 9, 2022 OEM conducted a test of all available modes of emergency communications. The drill was announced to all affiliates of the College through paper fliers and in the electronic newsletter "The Vox". Community members were notified in advance through a posting in the "Valley News" newspaper. This exercise used 2 methods for sending a test alert-the Rave Mobile vendor subscription and the Outdoor Mass Notification System (OMNS) Whelen siren speakers. An exercise message was sent using Rave to as many as 16,500 users via email, landline phones, mobile phones, SMS text, RSS feed to websites, and pop-up screen alerts to College-owned computers. A drill summary was created and distributed to College leadership. See Attachment E.

OEM designed a functional exercise of a bomb threat response, which took place on December 7, 2022 in Sudikoff Hall. The exercise was a closed event, restricted to uniformed responders from DoSS, Hanover Police, and the New Hampshire State Police. Members of the EPG were invited to observe. Exercise objectives included explosive device response operations, on-site incident management, and citizen evacuation and shelter-in place. The facility was partially occupied by employees moving material in from a previous workspace, and those people were given advance warning of the functional exercise. When encountered during exercise play, they were told how and where to evacuate. Otherwise, the event was unannounced. An HSEEP

Evaluation Guide was used to document conduct of participants. See Attachment F for the review.

ATTACHMENT A:

## **Building Evacuation Plan**

<https://www.dartmouth.edu/prepare/procedures/#evacuation>

You should familiarize yourself with the evacuation routes posted in all campus buildings. If an evacuation order is issued for your building, or if it were necessary to evacuate due to an emergency, fully cooperate with Safety and Security/emergency personnel and:

- Take only keys, wallets and essential belongings with you.
- If possible wear weather appropriate clothing.
- If you are the last one to exit your room, close and lock doors.
- Leave the building immediately.
- Do not investigate the source of the emergency.
- Walk, don't run, to the nearest exit.
- Use stairs, not elevators.
- Assist people with special needs.
- If there is no immediate danger, persons with disability/mobility limitations should shelter in place and call Safety and Security at 603-646-3333 (6-3333 from campus phones) to report location and number of people needing assistance.
- If there is imminent danger and evacuation cannot be delayed, the person with a disability should be carried or helped from the building in the best and fastest manner (the person with the disability is the best authority as to how to be moved out of the building).
- If you are unable to evacuate, call Safety and Security at 603-646-3333 (6-3333 from campus phones) and report your location.
- As you make your way out, encourage those you encounter to exit as well.
- Follow instructions of the Department of Safety and Security or other identified emergency personnel.

**ATTACHMENT B:****Bomb Threats and Related Attacks Plan** (2022 Dartmouth College draft Emergency Operations Plan)

**INTRODUCTION:** In today's world, threats of harm and/or violence in the form of bombs, chemical or biological agents are a real possibility at college campuses here and across the country. And while it is true that about 95% of threats are false, every threat must be dealt with as though real. People or organizations who impose fear to attempt to change the policies, procedures and actions of any part of the Dartmouth community may use a bomb or hazardous agents to hurt employees or students. These packages may be brought to campus by the offender, or delivered by mail or package carrier services. More often, just a threat of using a bomb or hazardous agents is used. Such threats may be made to the College as a phone call, electronic message, social media release, letter, note, or other means. Threats will not necessarily come to the Department of Safety and Security (DoSS) or 911, but rather could go to a more generic institution address. All College community members are encouraged to visit the following link for procedures on what to do when receiving a threat:

<http://www.dartmouth.edu/~security/information/emergency/bomb-threats.html>

**RESPONSE:** Employees and students are encouraged to be vigilant every day for persons or packages that look out of place, and call DoSS to investigate. When the College receives intelligence from the law enforcement community of threats against higher education institutions or vague threats from unknown sources, a safety advisory may be sent out reminding everyone to be aware of their surroundings and to report suspicious activity. DoSS will respond to all instances of bomb and related threats of harm and/or violence. DoSS will, in conjunction with responding law enforcement and public safety agencies, responders, College departments and administrators in charge of the affected facility, decide, coordinate and carry out searches and evacuations when needed and deemed safe and appropriate. The decision to conduct searches and/or evacuate facilities, will be based on a threat and credibility assessment of all pertinent information available. DoSS will cooperate with law enforcement agencies in investigating all instances of threats. The first/senior DoSS officer becomes the Incident Commander, who will generate incident response objectives based on situational awareness. Depending on the size and scope of the needed response, they will consider calling-in appropriate staff to stand up an Emergency Operations Center for support. Once Hanover police and/or fire department personnel arrive to assist, they will form unified command with leadership from DoSS and modify objectives as needed. Public alerts may be sent using DartAlert, LiveSafe smartphone app, phone, email, and/or social media to keep people out of harm's way, followed up with an all-clear message when the threat is neutralized.

Regardless of the level of credibility of a threat, it is recommended that a search be conducted for all risk levels (low, medium, high); however, based on the individual case and the assessment, one or various of the following actions can be taken: 1. Return to normal activity 2. Search of the targeted area 3. Isolation and/or Evacuation of the targeted area. Regarding searches for a potentially dangerous device, the area as well as the object to be searched can vary in size and shape, it is a general rule that the search should be conducted by people who are familiar with the area to notice a strange or foreign object. Employees may be asked to walk through the area with uniformed officers. Any personnel assigned to a search know that their mission is only to search for and report suspicious objects. The removal/disarming of an explosive/incendiary device or chemical/biological agent will be left to professional Bomb Technicians and/or Environmental Health and Safety professionals. Office personnel may be asked to search their immediate areas, conducting a 360-degree visual scan of the area being searched. If, during the process of a search a suspect device, box, sack, or other container is located, it will not be touched or moved. Responders will not assume it to be the only device. All doors and windows may be opened to minimize primary damage from a blast. If an evacuation is ordered, assembly areas and evacuation routes will be searched prior to evacuating patrons. Evacuees should ONLY take with them personal belongings (bag, cell phone, ID, keys). If there are people needing mobility assistance, or other special needs; if they are unable to evacuate, or relocate to an Area of Refuge, at the moment, their name and location should be provided to the Command Post for egress assistance. Should a suspected explosive device detonate in or near a College building or vehicle, unified commanders will develop new response objectives which may include activating a Mass Casualty Incident (MCI) plan, expanded criminal investigation, shelter site(s), and likely will initiate searches and evacuations of other facilities. Dartmouth leadership will then engage in business & academic continuity decision-making for the safety of its stakeholders.

ATTACHMENT C:

## **EMERGENCY ALERTING Plan**

The College has developed an Emergency Notification system that will alert the entire college community in the event of a dangerous situation posing an immediate threat to the campus community. Dartmouth's Emergency Notification system uses various modes of notification and information dissemination. Campus sirens, email, landline and cellular phone calls, SMS messaging, desktop alerts, and website updates all serve to provide the following information, at a minimum, to subscribers:

- Nature of incident
- Location of incident
- Actions to be taken

The primary notification means are described briefly below, any and/or all of these means may be used in an emergency:

- **DartAlert**

The College has selected the services of an outside vendor, which has the capacity to deliver time-sensitive emergency notifications, through a variety of communications devices, to the entire Dartmouth student and employee population in the event of an emergency that affects Dartmouth and Hanover areas. In the event of an emergency affecting Dartmouth College, all Dartmouth-administered, land-line telephones will receive an automated message, and all Dartmouth email accounts will receive an email with brief details and instructions regarding the emergency event. Additionally, and upon individual registration, the DartAlert notification system enables members of the Dartmouth College community to receive either an automated cell phone warning or text message if an emergency occurs on campus. DartAlert also has an application that allows an emergency pop-up screen on any computer that has the application installed and is connected to the network when the alert is issued. The College has identified and trained a group of Initiators who are authorized to send out an announcement using DartAlert. The Initiators group consists of all Safety and Security supervisory personnel, the Director and Associate Director of Safety and Security, several Deans within the Dean of the College Division, the Emergency Manager and Emergency Management Specialist, and the Director of Risk and Internal Controls Services.

DartAlert registration can be found at <https://dartdm.dartmouth.edu/>.

- **VOX Daily**

VOX Daily is an immediate-delivery email message system. While it uses the VOX Daily system (Dartmouth Daily Update, and electronic news digest sent to faculty, staff and students each day), VOX Daily notifications are simultaneously sent to the entire campus community, or to a select population or a specific group.

- **Outdoor Mass Notification System (OMNS)**

The OMNS is a commercially available warning system that has been customized for the Dartmouth College campus. The system contains both sirens and voice speakers and is capable of providing a loud and immediate warning to the Dartmouth campus and surrounding community in case of an emergency. Sounding the Outdoor Mass Notification System will only occur in an extreme emergency situation. If the siren were to be activated in a real emergency, an audible message would give further instruction along with a potential request to “shelter in place.” Shelter in place means to stay inside in one’s current location, lock the doors, stay away from windows and await further instruction.

- **Dartmouth Homepage – Alert Banner**

The Dartmouth home page, Dartmouth's online front door and the online "home" for many in the Dartmouth community, is a key component in emergency communications. In the case of an emergency, Dartmouth home and the Dartmouth Emergency Information Website, in tandem, will serve as the locus for notification, instruction, and communication. The primary purpose of the home page during an emergency is for external communications. The home page adapts in design and content in response to the situation, and points to further information on the Emergency Information Website. During an emergency, the Dartmouth home page will display an Alert Banner, which would sit atop the current home page design to display important notifications, and with a link to the Emergency Website when appropriate. The banner is propagated throughout the Dartmouth home site, and throughout all Dartmouth sites that use the Web Services template. When DartAlert is utilized, the banner text would be the same as the text used for the DartAlert notification.

- **Dartmouth Emergency Website**

The Emergency Information website is the primary internal communications vehicle that the College would use during an emergency. The site contains alert status notifications, instructions, phone numbers and other communications depending on the nature of the emergency. This site is flexible and able to adapt to the communication needs that arise from the emergency. When the College is in the midst of managing a significant emergency (a DartAlert-level emergency), all traffic to the Dartmouth homepage will redirect to the Emergency website. We can also redirect all traffic to [www.dartmouth.edu](http://www.dartmouth.edu) (not just home page traffic) to the Emergency website. When the College is not managing an emergency, the site displays an "all is well" status notification and phone numbers and links to the Emergency Preparedness (<http://www.dartmouth.edu/~prepare>) and Safety and Security (<http://www.dartmouth.edu/~security>) sites.

ATTACHMENT D:

## EXERCISE OVERVIEW

<b>Exercise Name</b>	Dartmouth Bomb Tabletop Exercise
<b>Exercise Dates</b>	Oct 13, 2022
<b>Scope</b>	This exercise is a discussion-based exercise, planned for 90 minutes at Kellogg Hall 100. Exercise play is limited to Dartmouth and Hanover leadership.
<b>Focus Area(s)</b>	Incident Response
<b>Capabilities</b>	Explosive Device Response Operations, Emergency Public Information/Warning
<b>Objectives</b>	Exercise DoSS's response to a bomb threat, including multi-agency coordination, and test the public information & mass communication plans
<b>Threat or Hazard</b>	Human threat- bomb in the workplace
<b>Scenario</b>	<p>After a weekend of rambling and vaguely threatening email messages to the Native American &amp; Indigenous Studies department, a telephone threat of a bomb placed in Sherman House was received. A problematic employee had been fired the previous Friday.</p> <p>During a subsequent search, a suspected explosive device was located, and evacuation protocols were enacted. Crisis information needs within and external to the response were discussed.</p>
<b>Sponsor</b>	Dartmouth Office of Emergency Management (OEM)
<b>Participating Organizations</b>	DoSS, Hanover Police, Hanover Fire, and Emergency Planning Group (representatives from Skiway, provost, residence operations, Hood museum, Hopkins Center, EHS, FO & M, library, DHMC, ITC, Real Estate, C&E, president, Tuck, and Communications)
<b>Point of Contact</b>	Ron Swartz- DoSS Campus Emergency Manager (603) 646-1609 <a href="mailto:ron.swartz@dartmouth.edu">ron.swartz@dartmouth.edu</a>

## ANALYSIS OF CAPABILITIES

Aligning exercise objectives and capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Bomb threat response	Explosive device response operations		X		
Interagency coordination	On-site incident management		X		
Public information plans	Emergency public information and warning	X			

Table 1. Summary of Core Capability Performance

### Ratings Definitions:

**Performed without Challenges (P):** The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

**Performed with Some Challenges (S):** The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

**Performed with Major Challenges (M):** The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

**Unable to be Performed (U):** The targets and critical tasks associated with the capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated capability, highlighting strengths and areas for improvement.



## Objective 1: Bomb Threat Response

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

### Capability 1: Explosive device response operations

#### Strengths

The capability level can be attributed to the following strengths:

**Strength 1:** DoSS recently trained on new SOP

**Strength 2:** Interagency communications is well established

**Strength 3:** DartSafe team exists for assessment of problems prior to threats

#### Areas for Improvement

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** Evacuation/COOP options very limited

**Analysis:** most buildings at full capacity during regular semester

**Area for Improvement 2:** Unclear how specific the initial alerting should be to the public

**Analysis:** discussion on whether to use “bomb” or “temporary emergency” verbiage

**Area for Improvement 3:** many employees may not know how to react to a bomb threat

**Analysis:** <https://www.dartmouth.edu/prepare/procedures/#bomb> education campaign has not been repeated in years

### Capability 2: On-site incident management

#### Strengths

The capability level can be attributed to the following strengths:

**Strength 1:** DoSS officers have ample support from supervisors and on-call administrators

**Strength 2:** HPD has unified command support role, consider future operational periods.

**Strength 3:** Believed that threat credibility (and evacuation options) decision can be made quickly

#### Areas for Improvement

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** Some EPG and IRT members unfamiliar with Incident Command System

**Area for Improvement 2:** Officers may not be efficient in evacuating buildings

**Area for Improvement 3:** Officers have not trained with NHSP bomb squad

### **Capability 3: Emergency public information and warning**

#### **Strengths**

The capability level can be attributed to the following strengths:

**Strength 1:** Templates available for sending alerts to students and employees using multiple modes of communication via DartAlert and websites & email as back-up

**Strength 2:** Communications office ready to monitor social media and respond to false information or rumors

**Strength 3:** DoSS sends initial alert and all-clear; other updates provided by professionals in Office of Communications using accurate information from EOC/ICP

#### **Areas for Improvement**

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** Hanover responders don't receive DartAlerts

**Area for Improvement 2:** Individual units/departments on campus may choose to release information internally

**Area for Improvement 3:** Only a few employees are confident in sending a DartAlert

## Appendix A: IMPROVEMENT PLAN

Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 1: Explosive device response operations	COOP options very limited	Complete COO Plans and include transfer to remote work/study options	OEM	OEM Assistant-TBD	Jan 2023	Jan 2024
	Unclear how specific the initial alerting to public should be	Decide whether & when to use "bomb" and train DoSS staff and Communications to the standard	DoSS	Director Montas	Nov 2022	Nov 2022
	Many employees may not know how to react to a bomb threat	New education campaign to employees regarding checklist	OEM	Ron Swartz	Dec 2022	Dec 2022
Capability 2: On-site incident management	Some EPG and IRT members unfamiliar with ICS	Assign IS-100 online training as homework	OEM	Ron Swartz	Oct 2022	Oct 2022
	Officers may not be efficient in evacuating buildings	Conduct drill for DoSS with HPD to practice clearing a building	DoSS Training Officer	Lt. Sargent	Dec 2022	Dec 2022

Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
	Officers have not trained with bomb squad	Conduct training drill with NHSP	DoSS Training Officer	Lt. Sargent	Dec 2022	Dec 2022
Capability 3: Emergency public information and warning	Hanover responders don't receive DartAlerts	Add HPD and HFD to DartAlert as Users	OEM	Ron Swartz	Oct 2022	Oct 2022
	Departments on campus may choose to release information internally	Used EPG and IRT to begin awareness campaign of threat credibility process	OEM	Ron Swartz	Oct 2022	Jan 2023
	Only a few employees are confident in sending a DartAlert	Train all DoSS sergeants and lieutenants and Senders	OEM	Ron Swartz	Nov 2022	Dec 2022

This IP is developed specifically for Dartmouth College as a result of the Dartmouth Bomb tabletop exercise conducted on October 13, 2022.

ATTACHMENT E:

## **MASS ALERT EXERCISE- ALL MODES November 9, 2022**

### **Executive Summary**

This communications exercise focused on the DoSS capability to send crisis information to students, employees, and visitors to the campus. To accomplish this mission, OEM worked with the Communications office to announce to the community that all electronic modes would be tested at the same time on November 9 beginning at 3:20pm. Hanover Fire and Police employees were recently added as recipients of DartAlerts as well. Prior notice was published in the “Valley News”, the “Dartmouth”, local media, Vox Daily newsletter, Dartmouth social media, by placards provided to and posted by Emergency Planning Group and student housing officials, and a mass email on the morning of the test. The DoSS Emergency Preparedness web page also displayed informational about the exercise.

Two primary methods were activated:

1. Rave Mobile “DartAlert”
  - Email to Dartmouth.edu accounts
  - Phone message to College telephones
  - RSS activation of a banner on the main web page
  - AlertUs activation of College-owned desktop computer monitors pop-up alerts (silent)
  - SMS message to student mobile phones, and to other registered users
  - Voice message to student mobile phones, and to other registered users
2. Rooftop Whelen siren speakers “OMNS”
  - Siren wail
  - Public address pre-recorded announcements.

All methods and modes of alert delivery performed as designed. Dartmouth should feel confident that verified crisis information can quickly be distributed to our stakeholders. Technical limitations of the telephone platform resulted in the slowest delivery of messaging, with the last calls arriving as much as 15 minutes after the launch of the alert. Text messages and mobile phone calls were typically delivered within 1 minute. All other delivery methods performed well and reached Users within minutes. OEM will work with ITC to enhance delivery speeds for future alerting.

Two sirens (one on east campus at Shattuck Observatory, one on west campus atop Murdough Center) used the wail feature to alert the community members who were outdoors, and then announced pre-recorded messages. Their activation was automatically staggered by about 30 seconds and thus reduced the potential for an echo effect. Two siren & message combinations were chosen:

- “Attention. Attention. This is a test of the Dartmouth College emergency warning system. This is only a test. This is only a test.”

- "Attention. Attention. This concludes the test of the Dartmouth College emergency warning system. This was only a test."

**SIREN & BIG VOICE TEST**

<u>SPOTTER</u>	<u>LOCATION</u>	<u>OBSERVATION</u>
A.D. Babcock	The Green	<i>pretty clear</i>
Grace Alden	The Green	<i>west siren louder and more clear</i>
Lt. Thompson	crew team river dock lot	<i>west siren louder and more clear</i>
Lt. Sargent	Dewey Lot	<i>east siren loud and clear</i>
Patrol- Beliveau	rugby field	<i>siren clear, message very muffled</i>
Patrol- Melendy	softball field	<i>siren clear, message muffled</i>
Sgt. Timmins	Whelen controller	<i>system easy to use</i>

**REPORTS**

Alert Reports ▼

Registration Reports ▼

## Alert Summary : All Modes Alert Test- Everyone 2022

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[Send Follow-up Alert](#)

Sent by: Swartz, Ron

Internal Users Targeted: 21308

Sent On : Nov 09, 2022 - 03:20:05 PM

Expires : Nov 09, 2022 - 11:20:00 PM

MODE		MODE PERFORMANCE	
 Text		Target Messages = 4666	
	Text	 <b>3864</b>	00h 00m 05s
	Overall	 <b>4630</b>	00h 05m 21s
 Email		Target Messages = 16580	
	First Pass	 <b>16536</b>	00h 13m 48s
	Overall	 <b>16568</b>	00h 14m 25s
 Voice		Target Messages = 5191	
	Overall	 <b>2582</b>	00:20:12
 RSS		Status: Completed	Target <a href="http://content.getrave.com/rss/dartmouth/channel1">http://content.getrave.com/rss/dartmouth/channel1</a>
 Alertus		Status: Cancelled	Target All Devices

ATTACHMENT F:

**Bomb Response Drill AFTER ACTION REPORT**

Incident Date	12/7/2022	Persons injured	0
Incident location	Sudikoff	Persons killed	0
Incident type	Exercise – Bomb Threat	Value of property damage	0
Responding Agencies	DoSS, HPD, HFD, NH State Police Bomb Squad		
Incident Summary	This exercise was designed to expose the uniformed patrol staff to the new Bomb Threat procedure and integrate response with duty responders from PD and FD.		

**Incident Synopsis**

DoSS Communications received an anonymous email stating there was a bomb on campus. Information provided was intentionally vague. Further communications during the exercise focused the scope of the incident. All DoSS personnel were on hand and available for deployment. Two devices were planted in Sudikoff.

**Emergency Plans, MOU's, etc.**

2022-SOP-001 on Responding to Bomb Threats and related Emergencies

**What was expected based on plans?**

Incident Command (IC) would notify DoSS Administration and HPD and work to develop and provide information. Steps to increase security on campus would be directed until a specific location was identified. Once the location was known IC / Unified Command would develop a plan for search and evacuation as needed. EOC activation was not an evaluated part of the exercise.

**What actually occurred?**

Duty supervisor contacted HPD and established Unified Command. DoSS administration was notified and established EOC. Once the building was identified a search plan was established and teams swept the building. Two devices were found and the building was evacuated. All DoSS personnel were staged in Occum Commons for deployment.

**Areas of strength?**

IC Coordinated with HPD / HFD and established unified command. IC notified administration who responded and established EOC.





Once location was identified the building perimeter and area perimeters were secured.

Two search teams consisted of 1 DoSS and 1 HPD officer together. Established plan for search.

Considerations regarding use of communications devices was good. NHSP advised the protocol had changed and it was acceptable to use radios and cell devices while searching buildings.

Once first device was located occupants were directed to evacuate.

Some preliminary scouting of locations was done prior to knowing the affected building.

### **Areas for Improvement?**

#### Communications

Unified command did not relay information from PD to DoSS / DoSS to PD via radio consistently. Particularly that devices were located and the location of them.

Portable radios had difficulty transmitting / receiving inside the building.

Campus notifications including DartAlert and FO&M were not made.

Designate a command post by radio to ensure all responders hear.

Evacuation instructions did not include rally point. Evacuees were sent to multiple locations.

### **Action Steps for Improvement**

Supervisor training on the "Planning P"

Supervisor Training on Management by Objectives

Small scale exercises for supervisors and officers to practice skills.