

**NVCC Emergency Operations Manual
(Abbreviated)**

The following abbreviated manual should be used as a reference in the event of an emergency. You are encouraged to become familiar with its contents.

You may receive specific instructions from college or emergency authorities, which may supercede some and/or all of this manual.

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NAUGATUCK VALLEY COMMUNITY COLLEGE

EMERGENCY OPERATIONS MANUAL

PREFACE

The procedures and directions contained within the Emergency Operations Manual apply to all personnel, and properties owned, leased or operated by the State of Connecticut at Naugatuck Valley Community College. The basic procedures outlined in this manual are intended to enhance the protection of life and properties through effective use of NVCC and support agency resources.

This Emergency Operations Manual has been designed to prepare members of the NVCC community for potential emergency situations. No manual or guide can provide direction for every conceivable emergency scenario; this manual does however offer basic guidelines necessary to cope with most emergencies likely to occur on NVCC properties.

NVCC employees are expected to follow the suggested guidelines in this manual. Administrators, whose authority and responsibilities are found in this manual, are specifically expected to consider the contents of these pages as policy and procedures of NVCC. Any exceptions to the crisis management procedures will be with the approval of those NVCC administrators actually directing or coordinating the emergency operations and in accordance with the Connecticut General statutes.

All requests for procedural changes or any further recommendations should be forwarded, in writing, to the Director of Public Safety for review. All recommendations and changes will be reviewed by the Safety & Health committee and forwarded to the Dean of Administration for evaluation.

**GENERAL INSTRUCTIONS FOR ALL FACULTY, STAFF AND
STUDENTS
IN CASE OF AN EMERGENCY**

- ❑ Respond as directed by alarm system or persons, who are in control. **Do not question whether an alarm or warning is false or actual, simply evacuate.**
- ❑ Keep calm; do not shout during any emergency. Panic will injure more persons than a fire or an explosion.
- ❑ Follow the directions of the individual(s) in control of your location. If necessary, take control and assume responsibility of your respective area.
- ❑ Be familiar with the evacuation plan diagrams of each location where you might be located. Be familiar with all exits from the room, lab, office, etc., you are located in. Be familiar with the location of the **alarm system pull stations and extinguishers**. Be familiar with all **gas shut-off outlet locations in laboratories**.
- ❑ Be aware of any disabled or challenged persons within your area. Discuss these procedures with them before an incident occurs.
- ❑ **Do not** utilize the phone system – except to sound the alarm or report casualties.
- ❑ **Do not** use the elevators.
- ❑ The fire alarm system is monitored by NVCC Public Safety, the Waterbury Fire Department and the Fire Alarm System vendor.
- ❑ As well as conditions allow, follow the instructions on the Bomb Threat Questionnaire as closely as possible. (See Section III.)

*REMEMBER ANY MANUAL OR OPERATIONAL PLAN IS ONLY A GUIDELINE.
CIRCUMSTANCES AND RAPIDLY CHANGING SCENARIOS ARE COMMON DURING
ANY FORM OF DISASTER – LET REASONABLE THOUGHTS, NOT PANIC, GUIDE
YOU.*

NAUGATUCK VALLEY COMMUNITY COLLEGE

EMERGENCY OPERATIONS MANUAL

PART ONE

EMERGENCY PROCEDURES

I.

FIRE ALARM OR WARNING

No Visible Sign of Fire
Smoke – Heat, etc.

Physically Challenged Persons Who Cannot Utilize Stairwells

- ❑ All elevator entrance areas are refuge zones – go to closest – DO NOT USE ELEVATOR.
- ❑ Use emergency or regular phones, at the refuge area, to alert Public Safety (ext. **8112**) of your location.
- ❑ Remain at that location until the all clear or assistance arrives.

Faculty in Classrooms or Laboratories and Staff

- ❑ Direct all persons to move, in an orderly manner, to the nearest safe exit. If that exit is blocked, preserve calm and seek the nearest exit. Running should be avoided.
- ❑ If time and safety permits, close all doors and windows before exiting.
- ❑ Direct physically challenged persons who cannot exit to go to the nearest elevator and await assistance. DO NOT USE ELEVATORS. As soon as possible notify Public Safety of those persons' location and complications. Use emergency phone at elevator, or regular phone, to alert Public Safety (ext. **8112**) of your location.
- ❑ When possible accompany the group to and out of the exit. Direct the group **away from the building** and out of roadways and areas utilized by emergency personnel.
- ❑ Remain with the group until the Public Safety Department approves the occupancy of the building.
- ❑ Faculty, staff and all others not in classroom settings, should be aware of the exit diagrams located in each hallway and follow the procedures as stated above in regards to proceeding to the nearest exit.

Public Safety Personnel

- ❑ Respond according to directions of the Public Safety Supervisor, Officer in Charge or the Public Safety Dispatcher.

Building and Maintenance Personnel

- ❑ Exit location in the proper manner and report to the area directly outside the Building Maintenance Supervisor's Office.
- ❑ Respond to directives of the Building Maintenance Supervisor or the Director of Campus Support Services.

II. FIRE

Visible Signs – Smoke, Flames, Odor, etc.
Person or Clothing Engaged by Fire

Note: If you are physically or otherwise challenged and cannot utilize the stairways, move to the nearest elevator area. These areas are refuge zones. **DO NOT USE THE ELEVATOR.** Call Public Safety from the emergency phone, or dial **8112** from a regular phone, (or have someone else do so) and await assistance.

DO NOT ATTEMPT TO GATHER BELONGINGS DO NOT USE ELEVATORS DURING ALARMS OR FIRE

All Personnel Should Adhere to the Acronym *RACE*

(R)Rescue, Evacuate, Life Safety – PRIORITY ONE

- ❑ Proceed to the nearest exit as in the event of an alarm. Direct all others to the nearest exit.
- ❑ If you can do so without endangering yourself, evacuate any person(s) who are directly affected by the smoke, heat, flame, etc.
- ❑ Keeping your own safety in mind, assist an individual with a disability either out of the building or to the nearest elevator – **DO NOT USE ELEVATORS**– and notify Public Safety of their location. If possible, stay with that person(s) until assistance arrives.
- ❑ If the door to your office, lab, classroom, etc., is blocked or you feel heat, **DO NOT** open that door. Place any items available under the door to stop any airflow and yell, scream or place something in a window to attract attention.

(A)Alarm – Activate the Alarm

- ❑ If possible, alert the Public Safety Department via telephone (ext. **8112**) or any Campus Emergency Telephone. **DO NOT USE A TELEPHONE IN ANY AREA ENGAGED BY FIRE – STOP AT THE NEAREST PHONE ON YOUR EXIT ROUTE THAT IS IN A SAFE AREA.** Give the department your name, the location and description of the incident and the type and extent of the injuries.
- ❑ Activate the alarm system by using the nearest alarm pull station found on your exit route. **ONLY PUBLIC SAFETY OR FIRE PERSONNEL MAY SILENCE AN ACTIVATED ALARM.** NVCC Public Safety, Waterbury Fire Department and the alarm service vendor monitor the alarm system. No action is necessary after activating the alarm.
- ❑ If you are aware of any individuals with disabilities requiring assistance, notify the telecommunications dispatcher of the pertinent information regarding this person's location
- ❑ When the fire alarm has been silenced, you should not assume that the emergency condition no longer exists. Notification to re-enter the building will be made by either the Fire Department or Public Safety Department.

(C) Confine – Prevent the Spread of the Fire

- ❑ Close all windows and doors as you leave the facility.
- ❑ DO NOT “prop” open any fire or smoke doors at any time.

(E) Extinguish

- ❑ Attempt to extinguish a fire ONLY after all evacuation and life safety measures have been taken and the alarm has been sounded.
- ❑ Do not attempt to extinguish any fire if such action is a direct threat to your safety – such as leaving you no avenue of escape.

Stop – Drop – Roll

- ❑ If you or another person’s clothing, hair or any part of your person becomes engaged by fire DO NOT RUN or allow another to run. Running will actually ‘fan’ the fire and cause the clothes, etc., to burn at an accelerated rate, creating a greater risk for the victim.
- ❑ When clothing, hair or other body part does become engaged by fire, follow the rules of **STOP DROP AND ROLL**.

STOP do not run

DROP to the ground or floor and cover your face

ROLL rolling may not extinguish the flames but this action will start to smother them and slow down the burning process.

- ❑ There are no guarantees that **STOP DROP AND ROLL** will prevent burns. This tactic will however help a person survive a clothing fire with less damage and allow for a better chance of survival.

ADA Information – Refuge Area

- ❑ **All handicapped and challenged individuals** that do not have the ability to access stairwells without assistance should follow these directions:

Go directly to the nearest elevator – **DO NOT USE ELEVATOR**.

All elevators have adjacent stairways, which will be used by responding emergency personnel.

- ❑ If an emergency phone is at that location, use it to notify Public Safety of your location or use a regular phone to call **8112**.
- ❑ Ask others who are leaving the building to notify responding personnel of your situation.
- ❑ NVCC Public Safety and assisting support agencies will provide assistance as soon as the elements of the emergency allow.

III. BOMB THREAT

Response

The threat of any type of explosive device or bomb should be taken seriously and be treated as a real incident. Telephone threats are common in government agencies and could be received by any employee, any extension of the phone system, or a pay telephone on campus. The receiver of the threat should:

- ❑ Calmly elicit as much information as possible from the caller, using the **Bomb Threat Questionnaire** located at each employee's workstation. The questionnaire is self-explanatory and while designed for bomb threats it might be used for any type of threatening call.
- ❑ Immediately call the Public Safety Department at ext. **8112** and advise them of the threat.
- ❑ **Do not** attempt to spread any alarm other than calling Public Safety. This includes any person(s) who might be at the location indicated by the caller. Panic and alarm can and will cause injuries.
- ❑ Remain at the location of the call until the arrival of a Public Safety Department Officer.
- ❑ The Public Safety Director (PSD) will be immediately notified of any threat concerning explosive devices or bombs.
- ❑ The PSD, under the supervision of the Director of Campus Support Services, will ask the President of NVCC to convene the members of the Campus Emergency Response Team (CERT) deemed necessary to properly conduct a threat assessment. (See Part II – Campus Emergency Response Team.)
- ❑ If there is a determination to search all or part of the campus, Public Safety Officers will guide staff, faculty and supervisors responsible for the affected areas through a search of the designated space. **NOTE:** Police, fire and other emergency personnel can only assist in a search. Only the occupants of an area can establish if something is out of order.
- ❑ If evacuation of any or all of the campus is declared, all personnel will be notified as follows:
 - Danger Imminent** The campus fire alarm system will be activated. Follow procedures for Fire Alarm or Warnings (Section I).
 - Time Allowing** All affected personnel will be notified via telephone or by a representative of the CERT.

If a suspected explosive device is found to be present, the Public Safety Director will request that the State of Connecticut Public Safety Department Emergency Resource Team respond for identification, removal or detonation of that device.

It must be realized that trained device identifying canines and other trained personnel will not and cannot be expected to respond to NVCC unless it has been determined that there is a great possibility of a device being present or the presence of a device has actually been determined.



CALLER'S VOICE:

- Calm
- Angry
- Excited
- Slow
- Rapid
- Soft
- Loud
- Laughter
- Crying
- Normal
- Distinct
- Slurred
- Nasal
- Stutter
- Lisp
- Raspy
- Deep
- Ragged
- Clearing throat
- Deep breathing
- Cracking voice
- Disguised
- Accent
- Familiar

If voice is familiar, whom did it sound like?

Public Safety Department

Place this card under your telephone.

QUESTIONS TO ASK:

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

BACKGROUND SOUNDS:

- Street noises
- Crockery
- Voices
- PA system
- Music
- House noises
- Motor
- Office machinery
- Factory machinery
- Animal noises
- Clear
- Static
- Local
- Long distance
- Booth
- Other _____

EXACT WORDING OF THE THREAT:

THREAT LANGUAGE:

- Well Spoken (educated)
- Foul
- Irrational
- Incoherent
- Taped
- Message read by threat maker

REMARKS : _____

Sex of caller: _____ Race: _____

Age: _____ Length of call: _____

Number at which call is received: _____

Time: _____ Date: ____/____/____

Report call immediately to: _____

Phone Number: _____

Date: ____/____/____

Name: _____

Location: _____

BOMB THREAT

IV.

BOMB DETONATION OR OTHER EXPLOSION

The detonation of any explosive device (bomb) or other form of explosion – gas, steam line, electrical device, etc., - is to be treated in the same manner as an actual fire. See Section II.

V. MEDICAL EMERGENCY

Definition

A medical emergency may be defined as any incident or illness that has caused a physical condition which might be severely injurious or hazardous to the victim. If there is a question as to the severity of the condition, err on the part of caution and proceed as follows:

Victim Response

- ❑ Verbally call from the location of the incident to the nearest person(s), for assistance. Use a calm voice. Do not instill panic.
- ❑ Dial ext. **8112** or use one of the emergency telephones located on the campus. If you have an office or permanent workplace, classroom, lab, shop, etc., familiarize yourself with these telephone locations.
- ❑ Supply as much information concerning the injury/illness and the victim as possible to the officer or radio/telephone operator.

Give location.

Type of injury/illness.

Condition, i.e., conscious, bleeding, breathing (or not).

Age, sex, or other obvious physical impairments, i.e., blind, amputee, etc.

DO NOT hang up until told to do so.

- ❑ Do not move the victim. If you are the victim and alone, remain as still as possible.

NOTE: If there is a clear and present danger such as fire, HAZMAT (Hazardous Materials), or other life endangering element, movement may be necessary.

- ❑ If the victim is conscious, obtain as much personal and medical information and history as possible – the victim's condition may deteriorate before assistance arrives. If you are the victim and loss of consciousness is apparent make every attempt to record as much information as possible for the responding personnel.
- ❑ Continue talking to the victim in a calm voice. Another's presence is a comforting factor to the victim.
- ❑ **DO NOT** leave the victim before emergency medical personnel arrive. You may be the only source of vital medical and personal information.
- ❑ Listen to the victim as he/she responds to the emergency personnel. The victim may, due to the illness or injury, forget or misrepresent vital information.
- ❑ Be prepared to assist emergency personnel in any manner possible or requested.

VI.

MAJOR DISASTERS AND EMERGENCY SHELTER OPERATIONS

Definitions and Authority

A disaster is defined as any event or series of events resulting in a halt or serious impairment of the operation of the NVCC campus. Extensive property damage and serious personal injuries may be sustained to a level far exceeding the resources of the college. In these situations, support emergency services from off-campus will be required.

Upon the notification of an impending crisis of this nature or in the event of an unpredicted disaster, the NVCC College Emergency Resource Team (CERT) will be activated per Part Two (Campus Emergency Response Team) of this plan.

The properties and personnel of NVCC are an integral part of the City of Waterbury Emergency Operations Plan (EOP). (See Appendix III for the EOP and NVCC Annex to that plan.)

The authority for the EOP is vested within Title 28, Chapter 17 of the Connecticut General Statutes, as amended, the State of Connecticut Emergency Operations Order, and any other General Statutes or Executive Orders and City of Waterbury Ordinance or regulations, which might apply.

Connecticut General Statutes designate the senior ranking fire official as the on-site commander of all disaster incidents.

Assumptions for Emergency Shelter Operations

According to the City of Waterbury EOP, the following assumptions are stated. (See Annex H to the City of Waterbury EOP in Appendix III of this manual.)

- ❑ That local, State and Federal agencies will assist NVCC should a large-scale disaster occur.
- ❑ That should the City of Waterbury water supply be contaminated, NVCC will be supplied with drinking water either internally or from emergency supplies of local, state and federal agencies
- ❑ That sheets, cots, blankets and clothing will be available from local, state and federal agencies if emergency shelter is required for the citizens of Waterbury.
- ❑ That during large-scale emergencies NVCC will obtain further assistance from Waterbury and St. Mary's Hospital.
- ❑ That transportation and emergency vehicles will be furnished in the event that an evacuation of the NVCC campus is necessary.

Actual Occurrences

The sequence of events that lead up to a disaster can sometimes be monitored and a period of preparation may be available before disaster strikes. There are, however, events that cannot be

predicted and will occur with little or no warning. Hurricanes and severe snowstorms might be predicted, tornadoes and plane crashes give near zero warning time.

In the event of a predictable series of events such as severe weather, hurricane, flood, or blizzard, it is assumed that there will be an area or statewide emergency declaration allowing sufficient time for all but essential personnel to be safely directed off campus.

There are essentially three(3) phases of a disaster:

1. Increased Readiness Phase

This is defined as the period of time from the receipt of an official notice of a pending disaster until the actual onset of the event. This time period may be a few minutes or several days.

During this phase the following actions will be taken as soon as possible and as time permits.

NOTE: There is no sequence to these actions. All will be done as immediately as resources and time allow.

- a. The President, or his designee, will convene the Campus Emergency Response Team (CERT) and any other individuals vital to the emergency response.
- b. If deemed necessary, the President, or his designee, will enact the provisions of the NVCC Annex to the City of Waterbury Emergency Operations Plan (see Appendix III). This plan contains directions and guidelines for food, water, sleeping arrangements, etc.
- c. Department Heads and individuals will assure that all needed personnel and equipment is in a state of readiness.
- d. Communications with all support agencies and mutual aid resources will be established.

2. Occurrence Phase

This is the time period in which the actual disaster-causing incident takes place. The time frame of this phase will encompass the period of the incident.

Reactions by the CERT and support agencies will be in accordance with the type and scope of the incident.

Control and command of all resources will be in concert with the General Statutes and the Waterbury and State of Connecticut Emergency Operations Plans.

3. Consolidation and Recovery Phase

This phase begins at the termination of the active incident and concludes with the actual repair of damages and a recovery plan being completed. This phase will include the resources of NVCC, the subscribed-to Employees Assistance Program vendor and all other counseling and bereavement agencies deemed necessary for the needs of the NVCC personnel or others affected by the disaster.

Sounding the Alarm

If the Increased Readiness Phase is so minimal that a planned evacuation of NVCC cannot be conducted, the Public Safety Department will manually activate the existing alarm systems and sound an alarm and announce directives as follows:

1. Fire

A steady alarm, flashing white lights and a voice message will represent a fire alarm.

2. Natural Disaster

A bell alarm sounding for two minutes in an on/off, on/off manner, continuing for two minutes and followed by a voice message, will represent an occurring or imminent incident such as a tornado or plane crash.

3. Nuclear or Radiation Attack/Incident

A bell alarm will sound for ten(10) seconds, silenced for ten seconds and this pattern repeated for two minutes, followed by a voice message, will be the alarm for an occurring or imminent nuclear or radiation incident.

- a. DO NOT leave the building unless instructed to do so by emergency personnel.
Seek shelter in the immediate vicinity taking care to avoid outdoor exposure.
- b. NVCC buildings are not intended to be protection from a nuclear attack.

4. Hazardous Waste or Material Incident

The bell alarm sounding an on/off pattern for twenty(20) seconds for two(2) minutes followed by a voice message indicates that there has been a hazardous waste or material incident on or near the campus.

DO NOT leave the building or utilize the water supply until emergency personnel give permission to do so.

Communication/All Clear

The Director of Campus Support Services (power supplies and logistics allowing) will utilize the campus telephone voice mail and e-mail systems to distribute additional information and instructions in as timely a manner as conditions allow.

- During an emergency situation DO NOT call the Public Safety Department unless you are reporting a serious injury, i.e., ADA affected person(s) or source of danger.
- The Simplex Fire Alarm system voice capacity may also be used, depending on the power supply and logistics, to alert and inform the campus of the conditions.

VII. VIOLENT CRIMINAL ACTIONS – HOSTAGE SITUATION

This section deals with violent criminal actions such as firearms and other weapons incidents and barricaded persons and hostage situations.

Decisions made and actions taken during any criminal event will be the responsibility of the NVCC Director of Public Safety or the ranking Public Safety Police officer at the scene of the incident. In the event that state or federal law enforcement agencies are asked for assistance, those agencies may take command responsibility for the event.

Firearms/Weapons

Gunfire or sniper actions are unpredictable and fluid situations, which do not allow for set methods of response. The shooter(s) may have random or selected targets and be motivated by criminal or political convictions or stimulated by mental, emotional or substance abuse problems.

The Public Safety Department will:

- ❑ Alert and request the services of any support agencies deemed necessary to provide response to the incident. The Connecticut Department of Public Safety, Division of State Police, is the primary support agency for NVCC in reference to major crimes or criminal incidents.
- ❑ In concert with support agencies, take measures to isolate and neutralize the perpetrator(s), assist and give aid to victims and provide safety for the remaining personnel on campus.
- ❑ Make all attempts to alert the campus population to the incident and provide directions and give warning.
 - a. The use of the Simplex Fire Alarm voice system and the telephone systems will be determined so as to minimize the affects on the perpetrators of the incident. The physical location, emotional state and the plight of any victims or hostages may be altered or affected in some way by an audible alarm.
 - b. A verbal CODE RED warning initiated through the Simplex (loudspeaker) or telephone system will be intended to have all faculty, staff, students and others clear the hallways and seek concealment in the nearest office, classroom or other enclosure.

If possible, laboratories, offices and classrooms shall be secured or locked from the inside. All persons are urged to secure these locations in any manner possible and to avoid doors and windows. DO NOT attempt to move from any location unless grave danger is imminent or some representative of an emergency response agency directs such action.

Victims are urged to remain as calm as possible and make all attempts possible to notify or have others notify the Public Safety Department of their location, condition, etc. Emergency medical aid will respond as soon as safely possible.

If necessary and if physically able, seek cover and concealment from further harm. DO NOT hide in any manner that will prohibit emergency responders from finding your location.

Retain as much information as possible regarding the assailant(s), such as physical description, weapon(s) and direction of flight or concealment.

Witnesses should notify the Public Safety Department via the emergency phone system by dialing ext. **8112** of:

- a. Location and condition of any victims.
- b. Numbers and descriptions of any perpetrators as well as the type of weapons and the direction of flight or the location of concealment.

Witnesses should (must) not confront any armed person or make attempts to disarm or otherwise neutralize any suspect or assailant(s).

Witnesses should seek cover and concealment. Assist others and obey any directives of emergency response officials.

Barricaded Persons/Hostage Situations

1. Command and Control

- Barricaded persons and hostage situations are criminal acts and will be dealt with as such:
- The ranking police official present (i.e., Campus, State Police,, FBI) will be responsible for the situation and for all decisions and actions taken. The Campus Emergency Response Team (CERT) will be assembled.
- The police officials in charge (i.e., State Police, FBI) of the Crisis Negotiation and Tactical Response Teams will be responsible for their respective team members and their actions. These supervisors will report directly to the site commander.
- The site commander will keep an open communication with the NVCC Campus Emergency Response Team. NOTE: Crisis negotiators and tactical officers may be required to hold confidential and critical information from all other sources.

2. Barricaded Person(s)

A barricaded person is one who will isolate himself/herself – **alone** – in a closed area and make demands of some manner with the threat of harm to self or others if those demands are not complied with. This person may claim to have weapons or other implements of violence such as explosives and will threaten to use them against any person attempting to neutralize him/her or such weapons.

Public Safety Officials will:

- With extreme caution not to upset the individual(s), use all means of communication to warn, move or evacuate the campus population.
- Establish a safe perimeter and some form of communication with the barricaded person(s). NVCC has some public safety officers trained in crisis negotiations if necessary until a complete crisis team can be assembled.

- ❑ Request support agencies – specifically Connecticut State Police and the Federal Bureau of Investigation (both these agencies have trained negotiators and entry teams) to respond and assist.

3. Witnesses and All Campus Population

- ❑ DO NOT confront or try to reason with a barricaded or intended barricaded person. Obey any demands and leave the area or seek cover and concealment as safely and quickly as possible.
- ❑ Regardless of any training or expertise – counseling, psychology, etc. - DO NOT attempt to negotiate with barricaded person. **Only** law enforcement trained crisis negotiators will enter into a dialogue with such an individual.
- ❑ Follow directions of Public Safety Officers or other emergency responders or seek cover and concealment from the perpetrators.
- ❑ If possible, observe and record as much information as you can about the hostages and hostage takers.
- ❑ DO NOT attempt to negotiate or by other means interfere with the hostage taker(s). Only law enforcement trained crisis negotiation personnel will engage in negotiations or formal communications.
- ❑ If forced into communication with the hostage, by telephone or other means, the non-hostage person should listen and record but not agree to any terms or requests and not enter into negotiations of any kind.

4. Hostage Taking Situation

- ❑ A hostage situation exists when a person(s) holds another or others against their will and uses violence or threats of violence against them (the hostages) to perpetuate their own demands.
- ❑ Terrorism, - either religious or political - disrupted criminal acts, - such as a botched robbery attempt - domestic disputes, or the actions of mentally and/or emotionally disturbed persons are the principal reasons for institutional hostage taking in the USA.

Response and Alarm:

- ❑ The NVCC Public Safety Department will make all attempts to isolate the location of the incident while attempting to alert and remove non-participants from the building or grounds location affected by the acts.
- ❑ The Simplex Fire Alarm system voice resource – the same CODE RED used in sub-section b. of Fire Arms/Weapons section above - NVCC voice and e-mail capacities will be used to alert persons to the incident and to seek safety or evacuation.
- ❑ The safety of the hostages will be paramount in the decision to use alarms and other types of communications. Loudspeakers and audible alarms may upset or confuse the hostage takers and further endanger the hostages.

- ❑ Connecticut State Police and Federal Bureau of Investigation Crisis Response Teams will be notified and will respond to all hostage situations.

Hostage Survival

Below are twenty-four(24) suggestions and recommendations for persons who might be subjected to the role of hostage. This information was compiled by experienced local, state and federal crisis negotiators. The statements are guidelines only. Each situation is unique in itself and decisions of safety and escape will depend upon the variables of the incident in which the individual is faced.

- ❑ **THE OUTSET** – Remember from the outset that the perpetrator is in charge of the situation. law enforcement agencies will be working to shift control from the subject unto them. This takes time.

This is a period of high uncertainty and anxiety on the part of all involved, perhaps more so to the hostage takers. Violent acts may be committed due to this anxiety, as a method of control or as a means of setting the tone of the crisis.

- ❑ **FIND A MIDDLE POSITION** – Find and steer a course somewhere between total submission and a macho, aggressive attitude.

You may be accustomed to individual thinking, assertive opinions and independent actions. If so, now will be the time to “check” your natural feelings at the crisis door and adjust your thinking. **THINK FOR SURVIVAL**

- ❑ **BE HUMAN** – Strive to be seen as a person, a human being with problems, concerns and stresses which are similar to all people including the hostage taker.
- ❑ **PLAN FOR A LONG TERM CRISIS – DEVELOP MIND SET FOR SURVIVAL** – Adopt a mind set that the crisis will be a long term event as it is best to expect this and be pleased with a rapid solution rather than to believe in a quick ending and become frustrated, irrational or angry with time. Plan for a long term but remain alert at all times and at all stages for changes in your plight.
- ❑ **DO NOT BE A NUISANCE – “USE COMMON SENSE”** – Choose a safe ground concerning any topic. Take a course to bite your lip when provoked and avoid being a nuisance, a complainer or threat and a problem. Those traits may influence the hostage taker when a decision is made to make a hostage an “example”.
- ❑ **DO NOT BE A HERO** – Do not do anything to stand out or be individually recognized.
- ❑ **DO AS INSTRUCTED** – Follow the instructions and requests of the hostage takers. Be careful not to over comply, as this might antagonize your captors. Remember the hostage takers’ mind in the early stages of the crisis and do not attempt to address these matters too early unless your condition is critical and life endangering. Once the condition is known to the hostage takers do not hound them with demands unless you are in severe danger.

- ❑ **PERSONALIZE YOURSELF** – Personalize all your contacts with your captors. Let them know your name and address all other hostages by name.

If you have a medical or other condition which requires attention, choose carefully the time to address it but make it known to your captors. Remember the hostage takers mind in the early stages of the crisis and do not attempt to address these matters too early unless your condition is critical and life endangering. Once the condition is known to the hostage takers, do not hound them with demands unless you are in severe danger.

- ❑ **STAY CALM** – Model calmness and a reasonable attitude for all to see and emulate. This professional bearing may be contagious to the hostage taker as well as your fellow victims.
- ❑ **REMOVE ALL INDICATIONS OF AUTHORITY** – At the outset of an alarm to danger; remove all badges, desk plates, etc., which might indicate titles or levels of authority. Do refer to others by name only, not title.

Authoritative figures may be of greater value or become a symbol to the hostage takers. People under your authority or supervision can be taken care of without you assuming that position of authority and risk antagonizing your captors.

- ❑ **NEVER TURN YOUR BACK** – Always present yourself as a human. Never turn your back on the hostage takers, but approach and retreat in a natural manner. It is easier to harm or consider harming an impersonal object than a person with human qualities and features.
- ❑ **BE NATURAL** – Should the opportunity present itself naturally, provide hints or insights into your life, lifestyle, problems with spouse, children, banks, schools, etc.
- ❑ **DON'T BE A WIMP** – Do not cry, whine, whimper or cower. These traits are irritating and may feed or reinforce the power of the hostage takers, encouraging more aggression. He/she may seek gratification and fulfillment by continuing to threaten or hurt someone.
- ❑ **DON'T STARE** – When being addressed by hostage taker or when speaking to him, maintain good positive eye contact. **DO NOT STARE!** Good eye contact establishes good rapport, a positive feeling. Staring may appear as a challenge of a threatening gesture. Remember the hostage taker may not be rational due to the stress of the crisis or stresses in his/her personal life, which precede the crisis.
- ❑ **HUMANE TREATMENT** – Survival may be a matter of your attitude toward yourself, the hostage taker, the overall situation and others around you.
- ❑ **EAT** – If the opportunity to eat presents itself, eat the food, even if not hungry. It is easy to offend a person by rejecting food they have provided. To not eat after the intruder has negotiated for food, may be regarded as offensive and a rejection of the intruder. Their refusal will certainly be remembered.
- ❑ **SPEAK TO NEGOTIATORS** – If you have the opportunity to speak with a law enforcement officer or negotiator, clearly indicate if the hostage taker is monitoring the conversation. He/she will have concerns not only for your welfare, but about various aspects of the situation at hand, i.e., the number of hostage takers, their weapons, their location, what they are wearing, etc.

- ❑ **USE TIME WISELY** - Without obviously collecting evidence, be alert and use time wisely by making mental notes regarding who did certain actions at specific times. These matters may be subject to testimony later, but be discreet and do not place yourself or others in jeopardy.
- ❑ **HUMOR** – Humor is a valuable asset but its use may be dangerous in a crisis. Should some level of rapport be developed with the hostage taker, humor can be used to personalize the situation. Never use humor early in a crisis, as it may be viewed as mockery or making light of the situation, which is serious business to the hostage taker. What is humorous to one person may be offensive to another – BE CAREFUL!
- ❑ **LYING** – Deceiving, tricking, or lying to the hostage taker is extremely risky for yourself and others. Most people take great offense to being lied to and may take violent action against the liar.
- ❑ **ESCAPE** – Attempting to escape is extremely dangerous. **THINK TWICE!** Consider what might happen to you and others if you fail. You should also consider what might happen to other hostages left behind if you escape.
- ❑ **MOST LIKELY TIME FOR INJURY** – The first 15-45 minutes of the situation, or during a tactical resolution is the most likely time for injury. During the initial stages of the situation, there is much confusion. Everyone is extremely nervous and more apt to do something irrational. With time, the situation will settle down. Rational thinking will prevail and risk of injury will be reduced.

During a tactical resolution, there is once again much confusion and uncertainty, which can lead to injury.

- ❑ **WHEN THE GOOD GUYS ENTER** – Be prepared to comply with instructions of law enforcement officers when they enter the premises. **REMEMBER**, when tactical troops enter the space, they will be clearly identified through their uniforms and their verbal commands to you. **DO AS INSTRUCTED!** They will state their identity and instructions to go to the floor. Comply **IMMEDIATELY!** Your life will depend on it. Listen for follow-up instructions.
- ❑ **EVERYONE IS A SUSPECT** – Until proper identification takes place everyone is a suspect. Expect sorting out by law enforcement to include treating everyone alike. Terrorist and other subjects often attempt to escape by mingling with hostages and then fleeing. Expect to be handcuffed during the initial stage of recovery.

X. HAZARDOUS MATERIAL INCIDENT (HAZMAT)

Source

- ❑ NVCC maintains small quantities of hazardous materials located in several areas on the campus. The science laboratories, nursing labs and other academic centers using chemicals are primary locations for spills and accidents as well as intake areas for fossil fuels. College Maintenance shops or vendors performing tasks on campus (i.e., roofers and painters) are another source.

Laboratory and Classroom Spills

- ❑ The NVCC Chemical Hygiene Plan (CHP), Rev. Fall 1999, Section III Sub. Sec. F, - See Appendix IV – addresses chemical and HAZMAT spills that might occur in the academic setting. The spillage of elemental mercury is taken as a separate matter.

Other Spills or Leakage

NVCC has storage for diesel and heating fuels as well as natural gas.

- ❑ Most liquid fuel leaks from storage facilities or delivery vehicles can be contained and directed from waterways by NVCC Building & Maintenance personnel and cleaned up by a contract vendor with the advice and direction of the Department of Environmental Protection. These same personnel will attempt to shut off any equipment – gas valves, faucets, etc. – to stem the flow of the material.
- ❑ If the magnitude of the spill is beyond the resources of NVCC and vendor personnel, the Waterbury Fire Department will be summoned for assistance
- ❑ If the size of the spill or the nature of the material appears to be a hazard to the campus population, steps for evacuation or containment of personnel will be taken at the direction of the CERT or the ranking fire official.

Department of Environmental Protection Notification

- ❑ **DEP will be notified of any incident of this type, regardless of the quantity or nature of the material.**
- ❑ All information with regard to the incident will be given to the Public Safety Department and that department will make the DEP notification.
- ❑ Response from DEP will be up to that agency.

NAUGATUCK VALLEY COMMUNITY COLLEGE

EMERGENCY OPERATIONS MANUAL

PART TWO

**CAMPUS EMERGENCY RESPONSE TEAM
(CERT)**

I.
CAMPUS EMERGENCY RESOURCE TEAM
(CERT)

Composition

<u>Current Title</u>	<u>CERT Title</u>
President of NVCC	College Emergency Director
Dean of Administration	Emergency Coordinator
Campus Support Services Director	Damage Control Manager
Building & Maintenance Supervisor	Assistant Damage Control Manager
Director of Public Safety	Emergency Scene and Security Coordinator
Chemical Hygiene Officer	Chemical and HAZMAT Coordinator
Public Information Officer	Coordinator of Public Relations
Business Manager	Finance Coordinator
Personnel Director	Personnel Coordinator

Support agencies: Local, state and federal as required, including but not limited to police, fire and medical personnel.

Any additional NVCC or support persons deemed necessary, for a particular incident or event, may be added to the CERT or participate in decision and policy making by directive of the President of NVCC.

Assembly and Purpose

- The CERT will be assembled for emergency response on the directive of the President of NVCC.
- Emergencies notwithstanding the CERT will meet once a semester not later than the fourth week after the start of the semester.
- During times of emergencies the CERT will assemble at the Emergency Operations Center (EOC), Room C-205. Designated members may be relegated to Operations Command Posts at the actual scene if needed. An alternate EOC may be located in Founders Hall Administrative Offices.
- The CERT members will be responsible for the maintenance and the implementation of the Emergency Operations Manual.

- Upon alert of an impending emergency or disaster or at the actual occurrence, the CERT will:
 - a. Assess the situation.
 - b. Determine emergency response strategies.
 - c. Direct emergency resources.
 - d. Provide for the evaluation and improvement of the crisis in after-action reporting.

