

AFTER ACTION REPORT

A REVIEW OF THE UNCW POLICE RESPONSE TO THE
JULY 29, 2011 SHOOTING AT 4750 SEAHAWK COURT
(SEAHAWK SQUARE)

Report date September 15, 2011

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PREFACE

On Friday, July 29, 2011 at approximately 1621 hours New Hanover County 911 Center (911 Center) received a phone call reporting a male shooting another male at the Seahawk Square Apartment Complex. The suspect, still in possession of the gun, was reported to have run towards “house”, presumably one of the apartment buildings. A second phone call was received by 911 Center at 1622 hours, reporting the suspect had run around the side of a building, presumably one of the apartment buildings. The call immediately generated an initial call to New Hanover Regional Emergency Medical Services (EMS).

At 1623 hours, EMS was notified by 911 Center that the victim of the shooting had left the scene in a vehicle. Neither a description of the vehicle nor the direction of travel was known. At 1624 hours a Be-On-The-Lookout (BOLO) was broadcast to officers of the Wilmington Police Department (WPD) by 911 Center. Over the course of the next three minutes, 911 Center notified EMS and WPD of the following information: that the victim was driving himself to the hospital; additional description of the suspect, including a possible name; that the suspect was possibly armed with a revolver and may have run to the back of the buildings. At 1627 hours, the University of North Carolina Wilmington Police Department (UPD) was notified by 911 Center that WPD was responding to possible gunfire and a shooting at Seahawk Square Apartments. UPD Units responded to the area.

At 1648 hours, UPD personnel were directed by the Chief of Police of the University of North Carolina Wilmington (UPD Chief) to release an emergency message to the community. The message was not successfully released. At 1827 hours, UPD Chief released an email to the campus community that summarized the events surrounding the shooting. At 1856 hours, a UPD officer located the suspect on campus, approximately 686 feet east of the apartment complex where the shooting had occurred and approximately 454 feet north of the campus property line at Hamilton Drive and North MacMillan Avenue. When the suspect was taken into custody, a revolver that appeared to be fully loaded was located in his front pants pocket. At 1911 hours, UPD Chief released a second email to the campus community announcing that the suspect was in custody.

Unusual and extraordinary incidents such as the occurrence at Seahawk Square Apartments provide opportunity to analyze the performance of emergency services in a manner that is difficult to simulate in even the most realistic training environment. The opportunity to conduct a hypercritical review of this incident is an opportunity to reinforce effective responses and identify shortcomings – all for the purpose of achieving optimal performance during future events.

This review is an attempt to understand the factors that resulted in the emergency message not being released to the campus community and to identify strategies to prevent the circumstances from being repeated. This review is also intended to serve a larger purpose of ensuring the University’s responses to emergencies in general are effectively prioritized, competently implemented, in conformance with all applicable guidelines and regulations, and place the safety of persons above all other considerations.

The findings and recommendations of this review acknowledge that law enforcement and institutional management of emergencies require consideration of several factors. Further, college and university law enforcement agencies in general have a responsibility to quickly take into account the unique circumstances of each event and rapidly make decisions to balance public safety with other concerns.

Several tragic incidents in the United States have caused colleges and universities across the country, including the University of North Carolina Wilmington (UNCW), to institute a variety of measures, ranging from technology and other equipment to training and strategic staffing plans, for the purposes of enhancing the on-going safety of persons on campuses as well as to improve responses to emergencies

or dangerous situations. These measures are driven, in part, by the 2008 amendments to the Clery Act as included in the “Higher Education Opportunity Act” (Public Law 110-315). The act provides, in greatest relevance to the subject incident, that institutions will immediately notify the campus community upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees occurring on the campus¹.

Relevant policies state that an immediate notification to the community should be made in situations in which police personnel have confirmed a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees is occurring on campus, unless UPD determines and pronounces that issuing an immediate notification would place the community at greater risk or would compromise efforts to contain the emergency (see Appendix A). The police telecommunicator, at the direction of the police supervisor, is responsible for initiating emergency communications as necessary. When broadcasting an initial statement to the community via the University’s Emergency Notification System, the statement should be sent by phone, including TTY, Email, and SMS. The message should be **brief and direct** (see Appendices A – E).

When the shooting was reported, two UPD officers (UPD Unit 1 and UPD Unit 2) were on duty. Also on duty were two UPD Telecommunicators (Telecommunicator 1 and Telecommunicator 2). Both Telecommunicators were working in the UPD Communications Center (UPD Desk). When UPD was notified of the incident, Telecommunicator 1 and Telecommunicator 2 were working next to each other at their respective communications console. Telecommunicator 1 was attending to radio and telephone communications at Console 1. Telecommunicator 2 was performing routine data entry at Console 2.

As the event progressed, the following additional UPD personnel responded: the on-call Investigator (UPD Unit 3), Patrol Commander (UPD Patrol Commander), UPD Chief, and Assistant Police Chief.

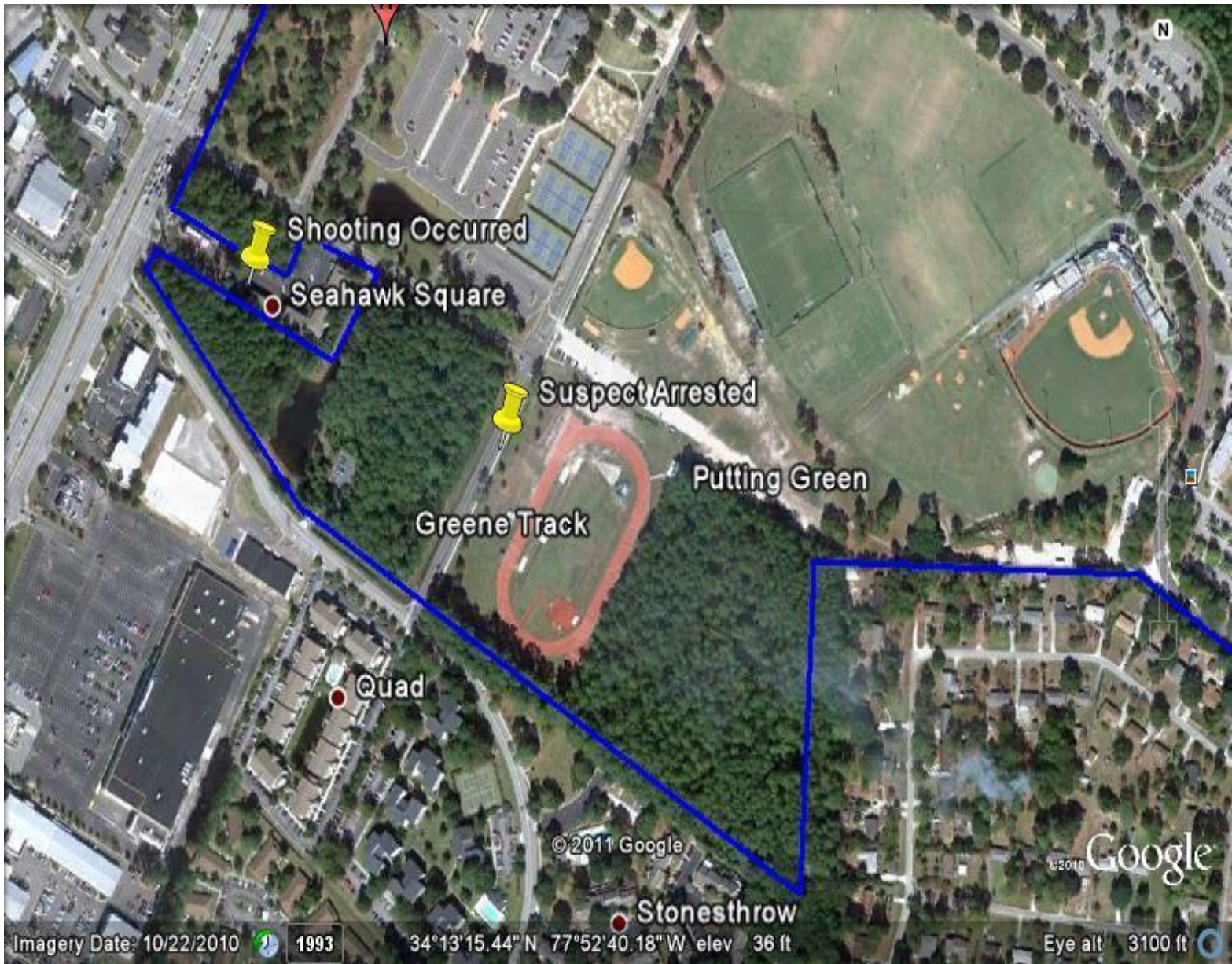
4750 Seahawk Court, also known as Seahawk Square, is a privately owned residential complex consisting of 15 individual apartments in each of the four buildings. The apartment complex borders the UNCW campus and is surrounded by University property on three sides.

A variety of sources, including, but not limited to, radio recordings, call logs, phone records and employee interviews, were used to determine times and activities noted in this document. For purposes of this report, times were synchronized with the 911 Center and often are approximated. Radio communications involving law enforcement personnel were on different radio systems than those used by the security guard as noted in this report. Further, this report includes information regarding actions taken by police telecommunicators that have no obvious relevance to UPD’s response to the shooting. This information is included in the report to represent the actions taken by police telecommunicators throughout the duration of the incident.

1. U.S. Department of Education, Office of Postsecondary Education, *The Handbook for Campus Safety and Security Reporting*, Washington, D.C., 2011. <http://www2.ed.gov/admins/lead/safety/handbook.pdf>



Source: <http://maps.google.com/>



Solid blue line represents approximate University property line.

Source: <http://maps.google.com/>

EVENT SUMMARY AND CHRONOLOGY

At 1627 hours, UPD was advised by 911 Center that WPD was responding to possible gunfire and a shooting at Seahawk Square Apartments. UPD Units 1 and 2 responded immediately from the interior of the campus towards the perimeter area where the shooting was reported to have occurred. While traveling to the area, UPD Units 1 and 2 scanned campus properties and requested additional information from 911 Center regarding the description of the suspect and his direction of travel. 911 Center responded that "all we have is a subject with a gun may have ran to the back of the building, there is no further information on it."

At approximately 1629 hours (within two minutes of being notified of the call), UPD Unit 1 confirmed with 911 Center the suspect's description, arrived near the scene and assumed a position on the perimeter at the intersection of North MacMillan Avenue and Hamilton Drive. 911 Center advised that the suspect may be living in one of the buildings. At 1630 hours, UPD Unit 2 indicated he was positioned at the intersection of Hurst and Hamilton Drives. Both UPD Units were monitoring WPD radio conversations on WPD's radio channel. Also at 1630 hours, Wilmington Police Helicopter Air Support Unit (SABLE) was launched to assist in an aerial search.

At 1631 hours, a WPD Unit radioed that the suspect was heading towards North MacMillan Avenue in the UNCW area.

At 1632 hours, UPD Unit 2 broadcast on the radio that WPD units had arrived.

At 1633 hours, a WPD Unit radioed additional description of the suspect's features; 911 Center rebroadcasted the description of the suspect.

Also at 1633 hours, Telecommunicator 1 received a phone call regarding a maintenance issue in one of the campus buildings. This phone call lasted 48 seconds. During this time Telecommunicator 2 was performing routine data entry.

At 1634 hours (seven minutes after being notified of the shooting), 911 Center transmitted on WPD radio channel that the suspect may be in possession of a revolver, possibly .38 or .357 caliber. A WPD Unit radioed that he (the officer) was in the area of Isaac Bear School. UPD Unit 1 spoke with a juvenile who stated that he saw the suspect run into the wooded area east of Hamilton Drive. UPD Unit 1 notified 911 Center of this information.

Between 1635 and 1637 hours, both UPD Units repositioned themselves to begin patrolling the area of the wood line near the Greene Track and the putting green.

At approximately 1640 hours, WPD K9 Unit began tracking in an easterly direction from Hamilton Drive into the wood line bordering the north side of North MacMillan Avenue. Both UPD Units maintained perimeter positions adjacent to the wood line east of Greene Track.

At 1641 hours (14 minutes after being notified of the shooting), UPD Unit 1 phoned UPD Patrol Commander and notified him of the shooting, indicating that the suspect was armed and had run into the woods off North MacMillan Avenue, that a WPD K9 Unit was tracking at the current time and that both UPD Units were holding perimeter positions with WPD.

Also at 1641 hours, Telecommunicator 2 communicated by radio with a security guard who was performing routine security measures.

At approximately 1642 hours, Telecommunicator 1 received a phone call from WECT inquiring as to whether the campus was in lockdown status. This phone call lasted 24 seconds.

Also at 1642, hours a WPD Unit directed all WPD officers involved in the operation to switch to different radio channel. That channel was not a channel available to UPD Units.

At 1643 hours, Telecommunicator 2 communicated, by radio, with a security guard who was performing routine security measures.

Between 1644 and 1651 hours, a WPD K9 Unit transmitted his tracking route and stopped at the dead end of Dixie Avenue. Radio conversations concerning the search were not available to UPD Units; however, from his perimeter position, UPD Unit 1 was able to observe some of the WPD K9 Unit's movements. 911 Center inquired if UPD units were in contact with WPD. UPD Unit 1 notified 911 Center that WPD had changed radio channels. 911 Center notified UPD Unit 1 that WPD was going into the wooded area off of North MacMillan Avenue.

At 1646 hours, Telecommunicator 1 initiated a phone call to on-call maintenance staff member in response to the issue reported at 1633 hours. This phone call lasted 1 minute 13 seconds.

At 1648 hours, UPD Patrol Commander initiated phone contact with UPD Chief and notified him of the shooting, that the suspect was possibly armed and in the wooded area between Greene Track and North MacMillan Avenue, and that UPD officers were holding a perimeter, and that a WPD K9 Unit was actively tracking. UPD Chief directed UPD Patrol Commander to activate the emergency messaging system (21 minutes after UPD Units first learned of the shooting) and to send messages. UPD Patrol Commander immediately phoned UPD Unit 1 and directed him to activate the emergency messaging system and that he (UPD Patrol Commander) and UPD Chief would be responding to the scene.

At 1650, hours UPD Chief notified the Chancellor of the incident and informed him that an emergency message was in the process of being released.

Also at 1650 hours, UPD Unit 1 phoned Telecommunicator 1 and instructed her to construct an emergency notification message, describing to her the content to be included and instructing her to call him back prior to sending the message. This phone call lasted 2 minutes 57 seconds. During the phone conversation, Telecommunicator 2 recognized that Telecommunicator 1 had been instructed to release an emergency message. Telecommunicator 2 logged into the emergency messaging system and completed preliminary steps to prepare Console 2 for Telecommunicator 1's use in releasing an emergency message. At the conclusion of the phone call, Telecommunicator 2 initiated changing consoles with Telecommunicator 1 to allow Telecommunicator 1 to use Console 2.

At 1653 hours, UPD Chief contacted the Director of Marketing and Communications and notified her of the incident, that an emergency message was in the process of being released and, depending on how the incident progressed, that additional communications might be needed from the Office of Marketing and Communications. A few moments later, UPD Chief received a call from the University's Chief of Staff. He was briefed on the incident by UPD Chief.

At 1655 hours UPD Patrol Commander notified, via radio, 911 Center that he was responding.

Also at 1655 hours, Telecommunicator 2 communicated, by radio, with a security guard who was performing routine security measures.

At 1656 hours, 911 Center advised UPD Unit 2 that the suspect's vehicle was a white Chevy Lumina and that it was parked at the Quad Apartments complex, 734 North MacMillan Avenue.

At 1657 hours (seven minutes after UPD Unit 1 instructed Telecommunicator 1 to construct a message, 30 minutes after UPD was notified of the shooting), UPD Chief inquired, via radio, the status of the emergency message. Telecommunicator 1 responded that she was working on it. Telecommunicator 2

recognized that Telecommunicator 1 was having difficulty preparing the message and retrieved a user's reference guide for the emergency messaging system. Telecommunicator 2 provided it to Telecommunicator 1. Otherwise, during this time, Telecommunicator 2 remained at Console 1 to respond to phone and radio communications.

At 1658 hours, WPD Unit notified the 911 Center that the suspect's brother advised that the suspect did not have a vehicle and did not leave in a vehicle.

At 1658 and 1659 hours, UPD Units 1 and 2 communicated with one another via radio, adjusted their positions on the perimeter, and communicated their efforts to locate the suspect.

Between 1700 hours and 1703, hours UPD Unit 1 notified 911 Center that both UPD units were still actively searching the area of the perimeter.

At 1704 hours, UPD Chief asked UPD Unit 2, via radio, for a status report. UPD Unit 2 responded that the WPD K9 Unit was tracking in the woods between North MacMillan Avenue and the putting greens. UPD Chief confirmed that a perimeter was in place and asked for an update on the victim; no update was available.

At 1705 hours, UPD Unit 1 requested, via radio, a phone call from UPD Chief and continued to broadcast updates of observations of the WPD K9 track.

At 1709 hours, Telecommunicator 2 received a phone call regarding access to a building. The caller was instructed to call back in about 20 minutes. The phone call lasted one minute 26 seconds.

At 1710 hours, WPD Unit notified 911 Center of his authorization for WPD Units to clear from the scene. This information was transmitted on a channel not available to UPD.

At 1711 hours, Telecommunicator 1 contacted UPD Unit 1 by phone and stated that the emergency message was ready for transmission. She read the message to UPD Unit 1, who authorized its release. This phone call lasted 1 minute 52 seconds. (21 minutes had elapsed since Telecommunicator 1 was instructed to compose a message.) At the conclusion of the phone conversation, Telecommunicator 1 proceeded to the next step of the emergency messaging system and mistakenly believed that the email was transmitted. She then began to construct a text message. Telecommunicator 2 observed the actions of Telecommunicator 1 and informed Telecommunicator 1 that the message would not be transmitted until additional steps were completed. Telecommunicator 1 continued to attempt to compose a text message in the emergency messaging system.

Also at 1711 hours, 911 Center notified UPD Patrol Commander that WPD Units were clearing the perimeter.

At 1717 hours, UPD Chief contacted UPD Unit 1 by phone and inquired about the status of the emergency message. UPD Unit 1 responded that the telecommunicator was working on it.

At 1718 hours, UPD Patrol Commander arrived at Seahawk Square Apartments where he conferred with WPD Units. UPD Unit 1 left his perimeter position and began a search of UNCW buildings in the general area. UPD Chief arrived on campus. No law enforcement perimeter or presence was visible. UPD Unit 1 placed a phone call to UPD Desk to inquire as to the transmission status of the message. Telecommunicator 2 informed UPD Unit 1 that Telecommunicator 1 was still working on the message and that she was on the last step. This phone call lasted 15 seconds (28 minutes had elapsed since Telecommunicator 1 was instructed to compose the message, 51 minutes since UPD was notified of the shooting.)

At 1721 hours, UPD Chief contacted UPD Desk by phone to determine why the message had not been transmitted. UPD Chief was informed by Telecommunicator 2 that another minute or two was still needed to complete the message. The phone was then transferred to Telecommunicator 1 who explained to UPD Chief the status of the message. By this time, WPD had cleared the perimeter, and UPD Units were conducting patrols of UNCW buildings in the general area. Telecommunicator 1 stated to UPD Chief that she had already sent an email and was constructing a text message. In explaining her actions Telecommunicator 1 demonstrated confusion about how the emergency messaging system actually functions. UPD Chief directed Telecommunicator 1 to discontinue the message. (31 minutes had elapsed from the time initial instructions were given to Telecommunicator 1 to compose the message and 54 minutes since UPD was notified of the shooting.)

At 1722 hours, Telecommunicator 2 communicated, by radio, with a security guard who was performing routine security measures.

At 1724 hours, Telecommunicator 2 communicated, by radio, with a security guard who was performing routine security measures.

At 1726 hours, UPD Chief contacted UPD Patrol Commander via radio and requested conclusionary data on the incident for the purpose of making e-mail notification to the community. UPD Chief responded to UPD headquarters to assess the status of the UPD Desk and obtain additional information regarding the incident. At 1730 hours UPD Patrol Commander arrived at UPD headquarters to brief UPD Chief and to initiate recall of additional department personnel to assist with a more thorough search of the perimeter area and main campus.

At 1730 hours, Telecommunicator 1 received a phone call requesting access to a building. This phone call lasted 9 minutes 25 seconds.

At 1731 hours, Telecommunicator 2 received a phone call from a staff member at Randall Library, who had been informed of the shooting by UPD Unit 2 (the time that UPD Unit 2 went to the library is not logged). The staff member asked if the campus was on any type of watch. Telecommunicator 2 provided the staff member with a description of the suspect and described where the shooting occurred. This phone call lasted 55 seconds.

At 1732 hours, Telecommunicator 2 communicated, by radio, with a security guard who was performing routine security measures.

Beginning at approximately 1735 hours, UPD Chief began communicating with University administrators, one of which was communicating with WPD's Public Information Officer, to prepare a summary message that was sent to UNCW students, faculty and staff by UPD Chief at 1827 hours, two hours after UPD was originally notified of the shooting (see below).

Beginning at 1736 hours, Telecommunicator 1 made the first of four phones calls related to building access. The lengths of these phone calls were 1 minute 27 seconds, 12 seconds, 12 seconds, and 58 seconds.

At 1739 hours, 911 Center rebroadcast BOLO with updated information on the suspect and incident.

At 1744 hours, UPD Unit 1 contacted Telecommunicator 1 by phone to inquire about transmission status of the emergency message and was informed that it had not been sent. Telecommunicator 1 then asked UPD Unit 1 how to proceed with the request for access to a building that was received at 1730 hours. UPD Unit 1 addressed the access issue.

End time chronology of initial response to incident.

This message is being sent to all UNCW students, faculty, and staff.

At about 4:15 this afternoon, a shooting was reported to New Hanover County 911 at the nearby Seahawk Square Apartments. The victim received non-life threatening injuries and was able to drive to the hospital. The Wilmington Police Department and UNCW Police worked together to establish a perimeter near the apartment complex, which has now been cleared by WPD. The suspect, who has been identified and is known by the victim, is still at large and is believed to have left the immediate area of the apartments. Police have searched the adjacent area and campus buildings in the general vicinity, and UNCW Police have increased campus patrols. The suspect is described as a white male about 20 years old with short brown hair, who was not wearing a shirt when last seen. Because of the proximity of Seahawk Square to the UNCW campus, we wanted to notify the campus community about this incident. Anyone who may have seen this suspect or has any information about this shooting should contact the Wilmington Police Department or UNCW Police by calling 911.

David M. Donaldson

Chief of Police

University of North Carolina Wilmington

At 1849 hours additional UPD personnel begin to arrive on campus to assist with search operations. At 1856 hours UPD Unit 3 observed an individual who matched the suspect's description. The individual was walking southbound toward North MacMillan Avenue on a sidewalk on the east side of Hamilton Drive. This officer immediately contacted UPD Patrol Commander via radio and relayed the observation. UPD Patrol Commander confirmed that his description matched that of the suspect. UPD Unit 2 responded to Hamilton Drive from K Lot where he was in a position of observation.

The suspect submitted to the commands given by UPD Unit 2 and was taken into custody without incident. A search of the suspect located a revolver in the suspect's left front pants pocket. It appeared to be fully loaded. At 1906 hours a WPD officer responded to UNCW to take custody of the suspect.

At 1911 hours UPD Chief sent an e-mail to UNCW students, faculty, and staff announcing that the suspect had apprehended, 2 hours 44 minutes after UPD was originally notified of the shooting.

This message is being sent to all students, faculty, and staff.

The suspect in the shooting has been apprehended by UNCW Police. He is not student and is being released to the Wilmington Police Department.

David M. Donaldson

Chief of Police University of North Carolina Wilmington


FINDINGS

1. The two UPD Units that responded to the scene are very experienced officers and performed in a tactically efficient manner. They were effective in establishing a perimeter in an attempt to contain the incident from the campus. However, neither the UPD Units nor the UPD Patrol Commander activated the on campus emergency notification system until instructed to do so by UPD Chief. Confirmation of an emergency or dangerous situation threatening the safety of UNCW students and employees was available as early as 1631 hours when a WPD Unit transmitted information regarding the suspect's direction of travel (four minutes after UPD was notified), 1633 hours when a WPD unit transmitted additional information regarding the suspect's description (six minutes after UPD was notified), and 1634 hours when 911 Center transmitted information regarding the type and caliber of gun that was involved and when the juvenile identified to UPD Unit 1 where the suspect fled (seven minutes after UPD was notified).
2. When WPD Units switched to a radio channel that was unknowingly unavailable to UPD Units, the University and the staff responsible for making decisions regarding the safety of the campus community were unable to make informed decisions or provide input to, or otherwise respond to, the decisions and actions taken by WPD Units.
3. Once the decision was made to send out an emergency message, the extensive dialogue between UPD Unit 1 and Telecommunicator 1 caused an avoidable delay that University and UPD policies/procedures intended to prevent. UPD Unit 1's instruction to Telecommunicator 1 to call him back when the message was composed resulted in an additional delay.
4. Although two very experienced UPD Telecommunicators were working in the UPD Desk during this incident, 31 minutes elapsed between the order to release an emergency message and the order to abort the message. Telecommunicator 1 did not perform proficiently under emergency conditions with the emergency messaging system and was unacceptably reliant on message templates. Telecommunicator 2 recognized that Telecommunicator 1 was not effectively utilizing the emergency messaging system, but did not intervene or effectively assist. Both Telecommunicator 1 and Telecommunicator 2 inappropriately directed their attention to other calls, and other nonemergency requests for services that were not priorities in the emergency situation. Neither Telecommunicator demonstrated effective time management and prioritizing of responsibilities. Consequently, both failed in releasing the emergency message within established timeframes.
5. UPD Chief's decision to abort efforts to send an emergency message was influenced, in part, by the actions of and information originating from WPD.
6. University administrators notified by UPD Chief were effective at mobilizing resources and assuming their respective roles.
7. University and UPD policies and procedures proved effective where followed.

RECOMMENDATIONS

- 1) University and UPD policies and procedures should be reviewed to ensure that they appropriately address incidents occurring in close proximity to the University, including authorization to activate the various layers of the University's emergency notification system, and include, as a contingency, procedures to be taken in the event that UPD Telecommunicators are unsuccessful or unable to release an emergency message.
- 2) Training on the University's emergency messaging system should be modified as follows.
 - a. Stress the necessity of making initial notifications brief and direct in accordance with the parameters established by the templates rather than a summary of an incident.
 - b. Any UPD employee working in the capacity of a UPD Desk Telecommunicator should demonstrate proficiency with the University's emergency messaging system on a daily basis. Prior to training within the system, independent confirmation should be made that the system is in the training mode, not in an active mode.
- 3) UPD should conduct training drills for each squad, as well as the management team and support positions. Drills should assume a variety of emergency scenarios, staffing levels, time limitations, and equipment availability and readiness.
- 4) A separate computer/system should be installed at the UPD Desk to support the University's emergency messaging system. This will assist operators of the systems avoid unnecessary distractions and interruptions when working within the system.
- 5) During situations in which two Police Telecommunicators are working in UPD Desk the roles of each and their relationship and obligations to emergencies and specific tasks should be designated.
- 6) UPD and WPD should identify radio channels that are appropriate for use when the agencies are working together to respond to an incident.
- 7) In assessing potential threats to students and employees near the campus of UNCW, UPD should make a determination of risk independent of the conclusions or responses of other public safety agencies.
- 8) UPD and 911 Center should establish a protocol whereby UPD is notified of shootings, armed robberies, and similar safety-related incidents occurring within designated areas of New Hanover County.

APPENDIX A

	<h3>UNCW POLICE POLICY AND PROCEDURE</h3>	
<u>PROCEDURAL ORDER TITLE:</u> CAMPUS CRIME ALERTS AND EMERGENCY NOTIFICATION PROCEDURES	<u>PROCEDURAL ORDER:</u> 406	<u>RESCINDS:</u> N/A
<u>CHAPTER TITLE:</u> CAMPUS SPECIFIC OPERATIONS	<u>EFFECTIVE DATE:</u> 06/01/2010	<u>REVISION:</u> N/A
<u>STANDARDS:</u> N/A	<u>DISTRIBUTION TO:</u> ALL PERSONNEL	<u>NUMBER OF PAGES:</u> 3
<u>APPROVAL AUTHORITY:</u> CHIEF DAVID M. DONALDSON	<u>SIGNATURE:</u> <i>David M. Donaldson</i>	

I. PURPOSE

The purpose of this order is to establish procedures for compliance with certain requirements of the *Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act)* [20 USC 1092 (f)].

II. POLICY

The Clery Act requires colleges and universities to make certain disclosures and notifications, to current and prospective students and employees, of certain policies, the incidence of certain crimes, and emergency situations. Since, the UNCW Police Department is generally responsible for providing immediate emergency response to and investigating reports of criminal actions and/or initiating or providing assistance to other agencies and departments for other types of emergencies occurring on property owned, leased and managed by UNCW compliance with certain components of the Clery Act is largely a responsibility of this department. This procedural order addresses two specific compliance requirements, Timely Warnings and Emergency Notification.

III. PROCEDURES

1. CRIME REPORTING

A. UNCW Policy 05.502, Crime Reporting

<http://www.uncw.edu/policies/documents/CrimeReporting.20June2008.Final.pdf>.

In an effort to provide timely notice to the university community, Crime Warnings or Police Alerts will be posted when a crime poses an ongoing threat to students and employees. At the direction of the Chief of Police, or his designee, notice will usually be given when one of the following incidents is reported to the UNCW Police Department: Arson, Aggravated Assault, Murder/Criminal Homicide, Robbery, Sex Offenses, and other incidents as deemed appropriate. In all cases, including in instances of a violent crime occurring between two individuals who know each other, police personnel will assess the circumstances that have been reported or are available to determine if the suspect poses an on-going threat to the campus community and issue a warning where appropriate. Notifications may be disseminated by any of the following methods:

- (1) E-mail
- (2) Broadcast Voicemail
- (3) Web Site Postings
- (4) Community Meetings
- (5) Print Media
- (6) Televised Media
- (7) Public Postings
- (8) Telephone
- (9) Personal Communication
- (10) Text Messages

B. UNCW Policy 05.504, Emergency Notification, Response and Evacuation Procedures, <http://www.uncw.edu/policies/documents/05504emergencyresponse.August2009.pdf>

Once police personnel have confirmed a significant emergency or dangerous situation involving immediate threat to the health or safety of students or employees is occurring on campus, the campus community shall be notified, unless in the professional opinion of the available highest ranking member of the UNCW Police determines and pronounces that issuing an immediate notification would place the community at a greater risk or would compromise efforts to contain the emergency.

Any delay in notification shall be for as short a time as possible. It is anticipated that initial notifications will be the responsibility of UNCW Police.

However, it is recognized that that any number of circumstances may cause this responsibility to fall to the Office of Marketing and Communications or another designated office(s) / department (s). Additional messages may be released as the incident or situation dictates and as time permits. In situations where the initial emergency notification was made by police, the Office of Marketing and Communications or other designated office / department has responsibility for broadcasting further messages to the UNCW community. The Chief of Police, or designee, shall notify the Office of Marketing and Communications or other designated office / department of the incident and notify that office when the Police have transferred responsibility for notifications to them.

The initial message shall be brief and direct so as to notify the community whether to seek shelter, lock doors, avoid or evacuate a location(s) or take other action as needed. Any of the following emergency communications, as well as others as deemed appropriate, shall be utilized depending on the type and nature of the emergency:

(1) Seahawk Siren System – used for emergencies requiring shelter in place to stay safe. The siren will be utilized during sudden emergencies such as tornadoes, hazardous materials incidents, or active shooters.

(2) University's emergency notification system, which is sent by phone, including TTY, email, and SMS.

(3) Campus Intercom System – The campus intercom system may be used to notify persons indoors in a manner similar to the Seahawk Siren System. It may be used to provide shelter in place or evacuation information as necessary for a variety of emergencies. The active listening function of this system will only be used by law enforcement in actual emergencies.

(4) In-person communication by one individual to another person or group of persons.

Note

University Police and the Office of Marketing and Communications shall test the notification systems no less than annually and its effectiveness monitored by Environmental Health & Safety emergency management function.

C. At a minimum, this policy shall be publicized as follows:

(1) Annually in the Campus Crime and Security Report

(2) At <http://www.uncw.edu/emergencyandsafety/index.html>

(3) New Student Orientation

(4) Publication in the UNCW Emergency Action Plan

2. OTHER RESPONSE EFFORTS

Depending on the nature of the reported emergency, UNCW Police shall notify the Office of Housing and Residence Life when to implement its emergency protocols, such as “active shooter protocol” for residence halls or, UNCW Police shall initiate the securing of buildings, either electronically or by notifying other university offices and departments, such as Physical Plant personnel, for example nighttime housekeepers, and request they secure the exterior doors to their assigned buildings. In addition, the nature of the reported emergency may require university offices and departments to implement the UNCW All Hazards Emergency Operations Plan and/or office or departmental emergency response protocols, such as evacuation plans if it is safe to do so.


3. ALERT AUTHORIZATIONS

Supervisors who become aware of crimes that have occurred either on campus, or, on an off campus property, and necessitate the release of a timely warning, shall report the circumstances during duty hours, through their chain of command to the Chief. After duty hours, attempts to contact the Chief of Police direct should be made.

4. CRIME ALERT RECORDS

The Support Services Division Commander will maintain an alert notification file with a printed copy of all alert messages.

APPENDIX B

	<h1>UNCW POLICE POLICY AND PROCEDURE</h1>	
GENERAL ORDER TITLE: EMERGENCY PREPAREDNESS AND RESPONSE PLAN	PROCEDURAL ORDER: 501	RESCINDS: GENERAL ORDERS 4019, 4020
CHAPTER TITLE: SPECIAL OPERATIONS	EFFECTIVE DATE: 03/02/2009	REVISION: N/A
STANDARDS: 2.1.4, 46.1.1, 46.1.2, 46.1.3, 46.1.4, 46.1.5, 46.1.6, 46.1.7, 46.1.8, 46.1.9, 46.2.1	DISTRIBUTION TO: ALL PERSONNEL	NUMBER OF PAGES: 21
APPROVAL AUTHORITY: CHIEF DAVID M. DONALDSON	SIGNATURE: <i>David M. Donaldson</i>	

I. PURPOSE

This directive establishes predetermined actions to be taken by the members of the UNCW Police Department in response to critical incidents such as natural or manmade disasters and other unusual occurrences. The UNCW Police Department Emergency Preparedness Plan is designed to supplement the University's All Hazards Emergency Operations Plan. Other policies within chapter 500 of the policy and procedure manual contain specific guidelines to address particular incidents in greater detail, some of which are covered more broadly in this policy.

II. POLICY

The UNCW Police Department will respond to situations that threaten public safety within its jurisdiction. The primary mission will be the preservation of life and property from the effects of a hazardous event.

The University is exposed to many hazards, any of which have the potential to disrupt the campus and/or local community, cause damage, and create casualties. Potential hazards for the university may consist of, but are not limited to the following:

Structural Fires	Civil Disturbances
Flooding	Mass Arrests
Tornadoes	Chemical, Biological, and Radiological Releases
Winter Storms	Hostage / Barricaded Suspects
Hurricanes	Active Shooter
Hazardous Material	Bomb Threats
Power Failure	Acts of Terrorism

It is the responsibility of the UNCW Police Department to protect life and property from the effects of hazardous events. UNCW Police response to critical incidents is primarily governed by the University's All Hazards Emergency Operations Plan which delegates particular responsibilities to those university departments and personnel that are most capable of carrying them out. The police department's emergency preparedness plan and related chapter 500 procedural orders are designed to supplement the University's plan by providing a comprehensive all hazards plan that applies specifically to the

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UNCW Police Department. Functional areas that are covered in the University's All Hazards Emergency Operations Plan are:

- Communications
- Notification and Warning
- Public Information
- Law Enforcement, Fire and Rescue
- Plant Operations
- Health and Medical
- Evacuation and Transportation
- Shelter and Mass Care
- Damage Assessment
- Resource Management

All emergency situations shall be classified based on the National Incident Management (NIMS) typing system. These emergency level classifications are described below:

TYPE 5

- The incident can be handled with one or two single resources with up to six personnel.
- Command and General Staff positions (other than the Incident Commander) are not activated.
- No written Incident Action Plan (IAP) is required.
- The incident is typically contained within an hour or two after resources arrive on scene.
- Examples include a vehicle fire, an injured person, or a police traffic stop.

TYPE 4

- Command Staff and General Staff functions are activated only if needed.
- Several resources are required to mitigate the incident, including a Task Force or Strike Team.
- The incident is typically contained within one operational period in the control phase, usually within a few hours after resources arrive on scene.
- The Agency Administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated.
- No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources.
- Examples may include a major structure fire, a multivehicle crash with multiple patients, an armed robbery, or a small hazmat spill.

TYPE 3

- When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.
- Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.
- A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT.
- The incident typically extends into multiple operational periods.
- A written IAP is typically required for each operational period.
- Examples include a tornado touchdown, earthquake, flood, or multiple hostage/standoff situation.

TYPE 2

- When the incident extends beyond the capabilities for local control and the incident is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.
- Most or all of the Command and General Staff positions are filled.
- A written IAP is required for each operational period.
- Many of the functional units are needed and staffed.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- The Agency Administrator is responsible for the incident complexity analysis, Agency Administrator briefings, and the written delegation of authority.
- Typically involves incidents of regional significance.

TYPE 1

- This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.
- All Command and General Staff positions are activated.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Branches may need to be established.
- The Agency Administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.
- Use of resource advisors at the incident base is recommended.
- There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
- Typically involve incidents of national significance.

III. PROCEDURE

1. COORDINATION AND PLANNING

A. Preparedness Planning and Training Responsibilities

(1) The Assistant Chief of Police is responsible for coordinating the planning functions for response to critical incidents and unusual occurrences. Planning shall consist of maintaining relationships with University and external personnel and agencies that may play a role in disaster response. Participation in the planning and coordination of county-wide or University training exercises (tabletop, functional field exercises) shall be included in the planning function. The Assistant Chief will prepare an analysis of incidents and training effectiveness at least every three years.

(2) The Assistant Chief will ensure that emergency operations and preparedness plans are accessible to all command personnel and are reviewed and updated as needed. The Assistant Chief will review all Special Operations general orders and any other related department emergency operations directives annually to ensure accuracy and completeness of information. The Assistant Chief will ensure that situation maps are current and available for use in training exercises and actual disasters.

(3) The Assistant Chief will ensure that officers maintain the skills and competencies to respond to unusual occurrences. The Training Officer will assist in this function by coordinating training that is determined to be necessary to equip officers with the latest techniques and information for responding to manmade and natural disasters.

(4) All sworn personnel and telecommunicators will complete all required training mandated by the Federal Emergency Management Agency and will also receive annual training on the Emergency Preparedness Plan (and related procedural orders) and the Incident Command System.

(5) Due to the potential of officers to witness or discover an event involving the terrorist/criminal use of weapons of mass destruction or to be sent out to initially investigate the report of an event involving chemical, biological, radiological, nuclear weapons, and hazardous materials, all UNCW Police officers shall receive awareness Level training on the guidelines for such events on at least a triennial basis.

(6) Two documented tabletop, functional, or actual command and control training exercises will be conducted annually to test the proficiency of the Incident Command System and the Emergency Preparedness Plan. Other agencies such as UNCW Environmental Health and Safety and New Hanover County Emergency Management may assist in the preparation and functioning of the exercises. The Assistant Chief shall be responsible for coordination of the exercise, however, the Training Officer will assist in the planning and implementation of the exercise as requested.

B. Inspection Responsibilities

(1) The Assistant Chief will ensure that equipment and supplies designated for use in support of critical incident plans is maintained in a state of operational readiness. To this end, the Patrol Operations Commander shall conduct a quarterly documented inspection of such equipment and ensure that equipment is maintained and replaced as necessary. The inspection report shall be forwarded through the chain of command to the Chief of Police.

(2) The Patrol Operations Commander will ensure that Police barricade tape, Emergency Response Guidebook, and any other equipment contained in patrol vehicles is inventoried and replaced as necessary as a part of the monthly vehicle inspections.

2. EMERGENCY MOBILIZATION PLAN

The department uses the Incident Command System (ICS) for a systems approach to all incidents requiring emergency mobilization. This system allows for a unified command of all agency representatives that would be called as a result of a particular incident. The Emergency Mobilization Plan is designed to provide the human resources and equipment necessary to fulfill the responsibilities called for in the Incident Command System. The Emergency Mobilization Plan will go into effect in the event of an alert of a natural or manmade disaster which has the potential to cause extensive damage and injury to the University community. The following alert levels have been devised to provide guidance to department personnel involved in a critical incident of a given magnitude.

A. LEVEL 2 ALERT (Stand-by)

A Level 2 Alert will be issued in those situations where a known disaster is pending or is highly likely or in the midst of a disaster where additional personnel or resources may be needed if conditions worsen. The following assignments and duties should be accomplished as determined necessary by the Incident Commander:

- (1) Officers of the rank of Captain or above may initiate a Level-2 Alert.
- (2) Members on approved annual or sick leave will not be placed on Level-2 Alert.
- (3) Personnel will review the UNCW Police Department Emergency Preparedness Plan and the UNCW All Hazards Emergency Operations Plan
- (4) Members who are placed on Level-2 Alert will prepare for possible long-term assignment and will ensure the following is ready and available:
 - a. Inclement weather gear
 - b. Extra Uniforms, shoes, etc.
 - c. Radio, Batteries
 - d. Flashlight
 - e. Personal toiletries and medications
 - f. Any other items deemed necessary
- (5) The Emergency Notification System will be initiated in the following manner:
 - a. The Incident Commander, upon approval of a Captain or above level position, will direct the telecommunicator to telephone all off-duty police officers (with exception of # 2 above). If the incident occurs after regular duty hours, a Captain or above in rank shall be contacted via the most expeditious means possible to provide authorization to initiate the notification process.
 - b. The Telecommunicator will inform officers of the emergency situation and will instruct them to begin making preparations in case a Level - 2 Alert is issued requiring their immediate response.
 - c. Off-duty personnel may be directed to remain within a certain miles radius of campus (ex. 30 miles), or be personally available by telephone, radio, or other means
 - d. The Telecommunicator will contact off-duty civilian personnel upon request by the Incident Commander.
- (6) The Communications Center shall maintain an up-to-date list of phone numbers for all department personnel. Every member of the Police Department is responsible for ensuring that the Communications Center has their current telephone number for this purpose.
- (7) Personnel designated by the Incident Commander will check backup power, the Emergency Operations Center (EOC), the alternative communications site, and other designated equipment.

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(8) Support Services personnel, as designated by the Incident Commander, will prepare if necessary to contract for residence hall space and/or hotel space for some members.

(9) Off-duty personnel are not restricted to any particular location while on Level-2 Alert. If contacted however, they will provide a telephone number where they may be reached in the event they are needed to respond to campus.

(10) Designated personnel will establish and maintain a communications link between police, fire, EMS, Emergency Management, Emergency Operations Center, and surrounding communities.

(11) Police radios and batteries that are maintained by the Supply and Equipment Manager will be charged and/or tested to ensure that they are in working order.

(12) Management may direct the use of rehearsals to test readiness and equipment.

B. LEVEL 1 ALERT

A Level 1 Alert will normally be issued in the event that a disaster has already occurred or is imminent and which requires immediate emergency response from off-duty police department personnel. The following assignments and duties should be accomplished as determined necessary by the Incident Commander:

(1) The Shift Supervisor or Incident Commander may initiate a Level-1 Alert.

(2) Members on approved annual leave may be placed on Level-1 Alert.

(3) The Emergency Notification System will be initiated in the following manner:

a. The Shift Supervisor or Incident Commander will immediately notify a Captain or above level and will direct the telecommunicator to telephone all necessary off-duty police officers.

b. Additional on-duty, personnel and necessary off-duty personnel will be directed to respond immediately to the police department or other locations as directed. The primary assembly area for police department personnel will be the UNCW Police Department unless otherwise noted. A secondary assembly point may be designated by the Incident Commander.

c. The Telecommunicator will contact needed off-duty civilian personnel, upon request by the Incident Commander dependent upon the circumstances.

(4) Key personnel designations will be accomplished based on the type of emergency and personnel availability. The Incident Commander shall be responsible for designating personnel to various functions.

(5) On-duty personnel will be relieved as operating strength permits to secure homes and families.

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(6) Equipment designated for response to critical incidents shall be inspected for readiness at a minimum of once per quarter. The inspection will be documented on an internal memorandum titled "Critical Incident Equipment Quarterly Inspection Report". The report will be forwarded through the chain of command to the Chief of Police for review. The Chief will, after review, forward the report to the Professional Standards Unit for filing.

(7) On-duty shift supervisors will ensure all vehicles have a full tank of gas at the end of each shift. The Patrol Division Commander will establish a back-up method of obtaining fuel for department vehicles. Additional transportation needs will be coordinated with the University Parking & Transportation Division.

(8) Officers will be prepared to secure evacuated areas; provide security at staging areas, field command posts, and shelters; direct civilians; and give out necessary warnings.

(9) Officers will report in the standard police uniform unless directed otherwise by competent authority.

(10) The Chief of Police or the UNCW Police official in charge of police operations may direct all members to work a 12-hour on 12-hour off work schedule.

(11) Special task force personnel will be activated as necessary.

(12) Coordination with emergency management personnel will be accomplished as necessary by the Incident Commander or designee.

3. COMMAND AND CONTROL

In any disaster, the on-duty supervisor or commander will initially be the on-scene Incident Commander and shall retain control of the scene until relieved. The on-duty supervisor or commander may be relieved of command by a higher ranking or more qualified departmental authority or, depending on the type of incident, an authority from the controlling agency. In any case, the on-duty supervisor or commander will retain control over all law enforcement services until relieved. After a briefing from the on-duty supervisor, that individual will assume the position of the Incident Commander.

The Incident Commander may or may not be an employee of the UNCW Police Department. The police department's role in a natural or manmade disaster will largely depend upon the resources needed in response to the disaster.

A. Incident Command System (ICS)

Law enforcement agencies respond to a variety of emergency incidents. An Incident Command System (ICS) provides for the effective management of personnel and resources at such emergencies, thereby enhancing the safety and welfare of both emergency workers and the community. The UNCW Police Department will follow the Incident Command System (ICS) for communications, command and control during critical incidents on campus where multiple agencies are involved. The ICS should be implemented during any public safety activity involving one or more of the following conditions, or any other incident where the responding officer in charge determines that activation of the ICS would be beneficial in establishing and maintaining control of a situation.

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- Terrorist Activities & Weapons of Mass Destruction (WMD)
- Incidents involving chemical, biological, radiological, nuclear, or conventional weapons.
- Natural Disaster incidents involving earthquakes, hurricanes, tornadoes, floods, ice storms, blizzards, major power failures, etc.
- Transportation Accidents involving motor vehicle accidents with large numbers of casualties or unusual numbers or types of vehicles and collisions, or aircraft crashes.
- Criminal Activities involving bombings, barricaded armed subjects, hostage situations, civil disorders, missing children, or high-risk warrants.
- Fire/Hazardous Material Accidents involving natural gas or hazardous chemical leaks, spills, or explosions; major industrial fires or accidents; or fires in high-rise or high-occupancy buildings; or wildfires.
- Planned Special Events – Parades and large-scale concerts, sporting events, or political demonstrations

(1) **COMMAND PROTOCOL:** In the event of unusual occurrences requiring response from multiple functions within the police department, the Incident Commander of the particular operation will assume command of personnel from other divisions or sections assigned to that operation. Certain situations may warrant an individual of lesser rank or position be designated to take control of an incident or some aspect of the response. In accordance with the Incident Command System, it may become necessary for a higher ranking officer to relinquish command of the incident to a more qualified officer of lesser rank based on the officer's level of training.

(2) The below command structure will be implemented in ascending order, unless otherwise directed by the Incident Commander:

- a. First Officer on Scene
- b. On-Duty Sergeant
- c. On-Duty Lieutenant
- d. Ranking Captain
- e. Assistant Chief of Police
- f. Chief of Police

Division Commanders, Lieutenants, and Sergeants will be assigned to supervise particular functions as determined necessary by the Incident Commander. Department personnel assigned to a function will report to and follow orders of the Commander/Supervisor who is designated by the Incident Commander as head of that function regardless of what functions they are usually assigned to on a day-to-day basis.

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(3) The UNCW Police will be prepared to assist with activation of the city of Wilmington's Fire & Rescue Incident Command Master Plan. This plan describes the chain of command involving other agencies. When agencies outside the city of Wilmington are needed, ICS will be followed in accordance with New Hanover County Emergency Services. Members of the UNCW Police Department will follow all commands of the Incident Commander and designated supervisors (section chiefs, etc.), regardless the agency with which they are affiliated.

A. Command Post and Emergency Operations Center

(1) The first officer on scene (normally a patrol officer) of any call will make the initial determination whether the threat or occurrences are actual. Once a determination has been made, the officer's car will usually be used as an Incident Command Post until the first supervisor can arrive on scene and make a determination of the permanent location to set up the Incident Command Post. The Environmental Health & Safety Haz-Mat Trailer can be utilized at the Incident Command Post as determined necessary by the Incident Commander.

(2) The primary and secondary Emergency Operations Centers (EOC) for the University have been established in conjunction with the University of North Carolina Wilmington's All Hazards Emergency Operation Plan for major incidents that require response by multiple departments or agencies. The Emergency Operations Center is the equivalent of a "Base" in the Incident Command System protocol and will be referred to by that name in the event of a multi-agency response. Depending on the nature and location of the disaster, an alternate EOC may be utilized instead of the primary EOC. The Incident Commander will determine which EOC will be used based on the location and circumstances of the emergency.

(3) Unless otherwise stated, the UNCW Police Department will serve as the Department Emergency Operations Center (Base) until circumstances necessitate the utilization of a different location.

(4) Within the EOC will be situation maps which show the outline and property of the University of North Carolina at Wilmington. Additional maps of University-owned property can be obtained from UNCW Facilities Services.

B. Communications

(1) The Two-way radio system is designated as the primary communications system used by UNCW Police Department personnel in order to obtain and give information concerning the current situation. To maintain a record of events both by log and by recording, the police radio system should be the primary method of directing operations. The Incident Commander or designee will designate the operations radio frequency.

(2) Every incident requires a Communications Plan. Communications includes:

- a. The "hardware" systems that transfer information.
- b. Planning for the use of all available communications resources.

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c. The procedures and processes for transferring information internally and externally.

(3) Communication needs for large incidents may exceed available radio frequencies. Some incidents are conducted entirely without radio support. In such situations, other communications resources (cell phones, e-mail, DCI, and secure phone lines) may be the only communication methods used to coordinate communication and to transfer large amounts of data efficiently. The use of amateur radio frequencies will be considered as necessary in the event of the loss of commercial radio frequencies.

(4) Important considerations related to communications include:

- a. Observing strict radio/telephone protocol and procedures.
- b. Using plain English in all communications. Codes should not be used in radio transmissions. Limit the use of discipline-specific jargon, especially on interdisciplinary and multiple agency incidents.
- c. Limiting radio and telephone traffic to essential information only. Plan what you are going to say.
- d. Follow procedures for secure communications as required.

(5) The UNCW All Hazards Emergency Operations Plan explains additional responsibilities of the Incident Commander in relation to the emergency communications systems and services used by UNCW. The Director of Information Technology and Computer Services will be notified to expand the emergency communications capabilities as required.

4. RESPONSE - PERSONNEL ASSIGNMENTS AND RESPONSIBILITIES

During activation of the Emergency Preparedness Plan, duties and responsibilities shall be assigned to personnel in accordance with the provisions described in the following sections; however, in the event that the listed personnel are not available, the Incident Commander will assign such responsibilities to other capable personnel. In the event that a manmade or natural disaster occurs on the UNCW campus and the Incident Commander is from another agency (besides the UNCW Police Department), the responsibilities that are listed in this policy for the Incident Commander may be accomplished by the UNCW Police Official in charge of Police Operations. The Emergency Preparedness Plan will follow standard Incident Command System (ICS) protocols as established by the Federal Emergency Management Agency (FEMA).

A. Incident Commander

The Incident Commander has overall responsibility for managing the incident by objectives, planning strategies, and implementing tactics. The Incident Commander must be fully briefed and should have a written delegation of authority. Initially, assigning tactical resources and overseeing operations will be under the direct supervision of the Incident Commander. Personnel assigned by the Incident Commander have the authority of their assigned positions, regardless of the rank they hold within the department.

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(1) Incident Commander Responsibilities: In addition to having overall responsibility for managing the entire incident, the Incident Commander is specifically responsible for:

- a. Activating the incident command system.
- b. Establishing a command post.
- c. Initiating the notification and mobilization of additional personnel as needed.
- d. Obtaining support from and maintaining liaison with other agencies.
- e. Establishing a staging area, if necessary.
- f. Providing information services to internal and external stakeholders.
- g. Maintaining the safety of all affected personnel and the incident.
- h. Providing public information and maintaining media relations.
- i. Preparing a documented after action report.

The Incident Commander may appoint one or more Deputies, if applicable, from the same agency or from other agencies or jurisdictions. Deputy Incident Commanders must be as qualified as the Incident Commander.

(2) Selecting and Changing Incident Commanders: As incidents expand or contract, change in jurisdiction or discipline, or become more or less complex, command may change to meet the needs of the incident.

Rank, grade, and seniority are not the factors used to select the Incident Commander. The Incident Commander is always a highly qualified individual trained to lead the incident response.

Formal transfer of command at an incident always requires a transfer of command briefing for the incoming Incident Commander and notification to all personnel that a change in command is taking place.

B. Expanding the Organization

As incidents grow, the Incident Commander may delegate authority for performance of certain activities to the Command Staff and the General Staff. The Incident Commander will add positions only as needed.

(1) Command Staff: Depending upon the size and type of incident or event, it may be necessary for the Incident Commander to designate personnel to provide information, safety, and liaison services for the entire organization. The Command Staff reports directly to the Incident Commander. In ICS, these personnel make up the Command Staff and consist of the:

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- a. Public Information Officer, who serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.
- b. Safety Officer who monitors safety conditions and develops measures for assuring the safety of all assigned personnel.
- c. Liaison Officer, who serves as the primary contact for supporting agencies assisting at an incident.

(2) General Staff: Expansion of the incident may also require the delegation of authority for the performance of other management functions. The people who perform the other four management functions are designated as the General Staff. The General Staff reports directly to the Incident Commander. The General Staff is made up of four Sections: Operations, Planning, Logistics, and Finance/Administration.

(3) Operations: Until Operations is established as a separate Section, the Incident Commander has direct control of tactical resources. The Incident Commander will determine the need for a separate Operations Section at an incident or event. When the Incident Commander activates an Operations Section, he or she will assign an individual as the Operations Section Chief.

The Operations Section Chief will develop and manage the Operations Section to accomplish the incident objectives set by the Incident Commander. The Operations Section Chief is normally the person with the greatest technical and tactical expertise in dealing with the problem at hand. The Operations function is responsible for:

- a. Establishing perimeters as needed to control the incident site.
- b. Conducting evacuations.

UNCW has detailed procedures for a campus evacuation of residential students, faculty and staff. Additionally, the campus community has been trained on how to shelter in place during emergencies when this response is required. Once the incident has been confirmed by law enforcement personnel to be an emergency situation requiring members of the community to take action to protect themselves (for instance by sheltering in place, locking doors, evacuating or avoiding a location, etc) the telecommunicator at the direction of the supervisor is responsible for initiating emergency communication procedures including, as necessary:

- Activating the UNCW Seahawk Siren System
- Broadcasting an initial statement to the community via the University's Emergency Notification System. The statement should be sent by phone, including TTY, E-Mail, and SMS. The message should be **brief and direct**, such as *"A gunman is on campus, shots fired near/at [insert location]. Go to a safe, secure location, lock doors/windows, turn off lights, close blinds. End"*

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- Additional messages may be released as the incident dictates and time permits.
- Contact the Department of Housing Director or the On-duty Coordinator (if after hours) and inform them of the emergency and have them implement their “Active Shooter Protocol” for the residence halls.
- Notify the Housekeeping Supervisor via phone, of the emergency situation, and request that the housekeepers secure the exterior doors to their assigned buildings to include all classroom buildings.
- The Office of Marketing and Communication has primary responsibility for broadcasting messages to the community after the initial emergency notification to the community has been made. The Chief of Police, or his designee if he is unavailable, (3A below), is responsible for notifying the Office of Marketing and Communication of the incident and the need for the Office of Marketing and Communication to assume that role. A formal transfer of responsibility should be communicated/received.

The Seahawk Siren System will only be activated during emergencies where UNCW faculty, staff, and students must take shelter in order to stay safe. The siren will be utilized during sudden emergencies such as tornados, hazardous materials incidents, and active shooters on campus.

UNCW plans to use a layered approach for emergency notification during an emergency and all available notification methods will be used to notify faculty, staff, and students in an emergency situation should evacuation become necessary.

- c. Maintaining command post and scene security.
- d. Providing for detainee transportation, processing, and confinement.
- e. Directing and controlling traffic
- f. Conducting post incident investigations.

(4) Planning: The Incident Commander will determine if there is a need for a Planning Section and designate a Planning Section Chief. If no Planning Section is established, the Incident Commander will perform all planning functions. It is up to the Planning Section Chief to activate any needed additional staffing.

The major activities of the Planning Section may include:

- a. Preparing and documenting Incident Action Plans.
- b. Conducting long-range and/or contingency planning.
- c. Developing plans for post-incident demobilization.
- d. Gathering and disseminating information and intelligence.

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- e. Identifying needs for special resources and preparing recommendations for release of resources.

(5) Logistics: The Incident Commander will determine if there is a need for a Logistics Section at the incident, and designate an individual to fill the position of the Logistics Section Chief. If no Logistics Section is established, the Incident Commander will perform all logistical functions. The size of the incident, complexity of support needs, and the incident length will determine whether a separate Logistics Section is established. Additional staffing is the responsibility of the Logistics Section Chief.

The Logistics Section is responsible for all of the services and support needs, including:

- a. Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies
- b. Providing communication planning and resources.
- c. Setting up food service.
- d. Setting up and maintaining incident facilities.
- e. Providing support transportation.
- f. Providing medical support services to incident personnel.
- g. Arranging for specialized team and equipment needs.

(6) Finance/Administration: The Incident Commander will determine if there is a need for a Finance/Administration Section at the incident and designate an individual to fill the position of the Finance/Administration Section Chief. If no Finance/Administration Section is established, the Incident Commander will perform all finance functions.

The Finance/Administration Section is set up for any incident that requires incident specific financial management. The Finance/Administration Section is responsible for:

- a. Contract negotiation and monitoring.
- b. Timekeeping, i.e., recording personnel time.
- c. Procuring additional resources.
- d. Recording all expenses.
- e. Cost analysis.
- f. Documenting injuries and liability issues.

C. Incident Action Plan

The Incident Action Plan (IAP), which is a responsibility of the planning function, is an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. The IAP includes the identification of operational resources and assignments and may include attachments that provide additional direction.

Every incident must have a verbal or written Incident Action Plan. Emergencies that are classified as Level 2 or 1 incidents (requiring resources beyond that of the University's capabilities) should have a written Incident Action Plan. Hazardous materials incidents require a written IAP. The purpose of the plan is to provide all incident supervisory personnel with direction for actions to be implemented during the operational period identified in the plan.

Incident Action Plans provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities. At the simplest level, the IAP must have four elements:

- (1) What do we want to do?
- (2) Who is responsible for doing it?
- (3) How do we communicate with each other?
- (4) What is the procedure if someone is injured?

D. Security of Public Facilities

Control of the campus will be established and may involve limiting access to specific areas and facilities. During the emergency any buildings at UNCW, as determined by the Incident Commander, will be secured and checked on a regular basis. Telecommunicator will computer lock all necessary doors via the Lenel computer. If the Lenel computer is not operational or for buildings that do not utilize the Lenel system, officers will be directed to manually lock all necessary doors.

The Incident Commander or designee may request assistance from Facilities Services in securing necessary buildings if it is determined to be safe to do so. Buildings which are housing students will be checked hourly if feasible to ensure the safety of students and to determine the existence of or prevent damage to property. If necessary, have residence life initiate their shelter in place or active shooter protocol as described in Procedural Order 501, Active Shooter Response.

E. Investigations Officer In-Charge

The highest ranking Department Detective (assigned to Investigations) available will be responsible for the following, unless otherwise directed by the Incident Commander:

- (1) Supervise required investigative functions.
- (2) Assist any other investigating agencies (i.e. SBI, FBI) that are requested to investigate the incident.
- (3) Coordinate and assist the medical examiner as needed

F. Public Information

The UNCW Office of Marketing and Communication is the official public information authority within the University; however, the UNCW Police Department may be tasked with the public information function in disaster situations. The Chief of Police is the department's designated public information officer. In the absence of the PIO or at the discretion of the Incident Commander, other personnel may be assigned to assume the above duties of the public information officer. The PIO will be in charge of the following:

- (1) **COMMUNITY RELATIONS:** The UNCW Police Department will ensure that information is given to the population of UNCW in order to facilitate an understanding of actions that need to be accomplished during an emergency situation.
- (2) **PUBLIC INFORMATION:** Provide public information, including imminent hazards to the public, casualty figures (names will not be released until next of kin is notified and consistent with the Health Insurance Portability and Accountability Act (HIPAA)). The public information officer will attempt to coordinate with the Office of Marketing and Communication to handle external requests for information.
- (3) **ACCURACY OF INFORMATION:** The Public Information Officer will be in charge of ensuring that accurate information is passed on to the media and the public in an effort to reduce the development and transmission of inaccurate information.

5. SUPPORT FROM OTHER AGENCIES

Members of the UNCW Police Department and other University departments will only perform those functions that are consistent with their training and experience. When situations extend beyond the University's capabilities, other agencies that may be requested to respond are:

A. Local Law Enforcement

The Chief of Police or designee may request assistance from police agencies with territorial and subject matter jurisdiction on UNCW property and with other police agencies with which mutual aid agreements exist.

B. Any other emergency agencies deemed necessary such as:

- (1) N.C. Department of Crime Control and Public Safety.

Pursuant to N.C.G.S. 143B-475 "every department of State government is required to report to the Secretary of Crime Control and Public Safety, by the fastest means practicable, all natural or man-made disasters or emergencies, including but not limited to wars, insurrections, riots, civil disturbances, or accidents which appear likely to require the utilization of the services of more than one subunit of State government."

- (2) State Bureau of Investigation (SBI)

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The Chief of Police, or his designee, or Incident Commander may request assistance from the SBI by contacting their 24 hour number. The SBI may be contacted to provide tactical teams, bomb/explosive device detection and removal, crime scene investigation, and specialized investigative assistance. (See Procedural Order 503, "Bomb Threat Response" for other agencies to contact for bomb detection and disposal duties.)

(3) Regional Hazardous Material Response

Specialized assistance from the Regional Haz-Mat Response Team in accordance with New Hanover County Emergency Services procedures.

(4) Federal Government Assistance

In the event of any emergency requiring federal law enforcement assistance, command-level officers (Captain or above) are authorized to solicit aid from the appropriate federal agency. If a command-level officer is not available, then any supervisory-level officer available will be briefed on the situation, and will make the decision on the aid request.

(5) Military Support: National Guard

Military Support can only be ordered by the Governor of North Carolina. Requests for assistance from the National Guard may be made by the Chief of Police through the Chancellor's Office to the N.C. Secretary of Crime Control and Public Safety [see N.C.G.S. 143B-476 (e)]. For major disasters, roles might include:

- a. Augment police for traffic control
- b. Establish martial law
- c. Provide emergency communications
- d. Provide special equipment
- e. Provide additional security

(6) New Hanover County and State Emergency Services (NHCES)

- a. Requests for assistance from NHCES are made through the New Hanover County Emergency Communications Center.
- b. NHCES can provide technical assistance and advice, shelters, cots, and other supplies.
- c. NHCES is the designated agency responsible for contacting the Regional Haz-Mat Response Team for situations that cannot be contained by other New Hanover County resources.
- d. When the incident cannot be contained with the assistance of New Hanover County resources, consideration should be given for requesting assistance from the office of State Emergency Management.

(7) Special Operations Teams

Tactical teams/units may be requested and deployed to supplement operational components when necessary. The deployment of tactical units will be at the discretion of the Incident Commander or his/her designee.

If any tactical unit is deployed, their specific role will be decided by the Incident Commander and will be relayed directly to the Tactical Team Commander. In addition, the Incident Commander is responsible for insuring the coordination of the tactical team with other operational units as needed. The following tactical units are available upon request and should be contacted in the following order:

- a. New Hanover County Sheriff's Office tactical team will provide primary response to avoid over tasking the Wilmington Police Department's resources which will be requested to assist with perimeter security and traffic control. However, it is recognized that any number of factors (e.g. multiple or extended incidents...) may determine actual requests and the provision of assistance from other agencies.
- b. State Bureau of Investigation Emergency Response Team
- c. UNCW police officers will attempt to stabilize the situation until the special operations units are in place. If a situation requires immediate response prior to special operations unit's arrival, UNCW police officers will organize into Rapid Deployment/Response Teams and will respond to the incident as necessary. (See Procedural Order 501, Active Shooter Response.)
- d. The Tactical Team Commander will remain in direct contact with the Incident Commander or designee (i.e. Operations Section Chief). Continuous contact between the Incident Commander and the Tactical Team Commander will ensure a safe and successful operation. Movements of the tactical team will be communicated to patrol on a need-to-know basis in order to ensure operational safety.
- e. The Tactical Team Commander shall remain in contact with the Hostage Negotiator(s) during deployments. If the negotiations are successful, the Tactical Team Commander will be able to disengage the team members immediately.

(8) Traffic Direction and Control

Traffic control will be set up as needed to ensure that emergency vehicles and equipment can enter and exit the site as needed and to limit access to specific streets or parking lots.

Traffic control will be established and may be coordinated with the NC Department of Transportation, NC Highway Patrol, UNCW Parking Services, Wilmington Police Department, or the New Hanover County Sheriff's Department as necessary. The Wilmington Police Department should be notified first with the New Hanover County Sheriff's Department as the secondary agency. The N.C. Highway Patrol will be notified in the event that extensive traffic control is necessary beyond the jurisdiction, manpower, or resources available via other agencies within New Hanover County.

6. LEGAL AUTHORITY DURING DISASTERS

A. Chapter 166A of the North Carolina General Statutes entitled, "North Carolina Emergency Management Act" describes the authority and responsibilities of government agencies upon the proclamation of a state of emergency by the Governor. Members will be familiar with the authority granted law enforcement officers by North Carolina General Statute 15A-285 Non Law Enforcement Actions when Urgently Necessary, and Article 36A of N.C.G.S., Chapter 14 entitled, Riots and Civil Disorders.

B. Officers will also review laws concerning disorderly conduct and riot that pertain to public conduct during emergencies.

C. Regulations of the University of North Carolina system provide the Chancellor with powers during emergency situations. In addition, orders by the City of Wilmington, and Counties of New Hanover and Brunswick, as well as the State of North Carolina, will be followed as required.

D. The New Hanover County District Attorney's Office will provide legal assistance in arrest, prosecution, incarceration, and court procedures.

7. POST-DISASTER ACTIONS

A. Designated personnel will conduct a damage assessment and relay information to the Emergency Operations Center. Information should include:

(1) Power outages

(2) Blocked roads

(3) Status of University buildings and property that are at particular risk due to the nature of the emergency

(4) Digital photos of selected areas/buildings

B. The Incident Commander or designee will relay damage assessments to the Facilities Operations Center.

C. Casualty recovery will be started if necessary. In the event of casualties, the following will be accomplished:

(1) Secure the area - control access.

(2) Investigations personnel will take control of the scene and conduct investigations with the assistance if necessary, of outside agencies

(3) In the event there is any casualty information, the information will first be assessed by EMS personnel and relayed to the Incident Commander.

The Chief of Police will ensure that next-of-kin are notified as soon as possible and that the appropriate University personnel are notified.

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D. The following criteria will be considered when preparing for incident De-Escalation Procedures

(1) The Incident Commander or the ranking UNCW Police official in charge of police operations may authorize de-escalation of the police response to any type of unusual occurrence when:

- a. It appears that the initiating event has discontinued and the public safety is no longer in jeopardy.
- b. The effects of the emergency (i.e. vandalism, injuries) no longer present a danger to the community.

(2) Prior to return to regular duty, the Incident Commander or the senior ranking UNCW Police official in charge of police operations will provide a briefing to involved personnel.

(3) The de-escalation procedures may involve the relief of members from the field to:

- a. Complete written reports;
- b. Return to normal patrol duties;
- c. All department members involved in the response to the emergency will complete a report as directed by the Incident Commander or ranking UNCW Police official in charge of police operations. The report shall detail all actions taken by that member during the course of the emergency.

(4) When an incident is nearing completion, the department's role in the incident will need to be redefined into a role of re-establishing the campus community to its pre-incident state. This could entail continuing the operation of Incident Command Posts or the EOC for the purposes of, but not limited to:

- a. Returning students to their residences
- b. Returning faculty and staff to their buildings and offices
- c. Helping displaced persons find long term or temporary shelter
- d. Working with New Hanover County Emergency Management or University officials to assist victims of the disaster as needed.

E. The following will be considered for accomplishment during the post occurrence phase.

(1) The Department will make post-traumatic stress counseling available if needed. The Assistant Chief will ensure that counseling is provided as necessary. Depending on the severity of the disaster, post-traumatic stress debriefings and counseling may be mandatory for certain personnel as directed by the Chief of Police.


(2) Equipment issued for disaster will be inspected by the responsible department official. Equipment will be cleaned and receive maintenance if necessary, and placed back in its usual storage location and condition. An expenditure approval form will be submitted as necessary to replace depleted or damaged supplies.

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(3) After-Action Report (AAR) - If the Incident Commander is not an employee of the UNCW Police Department, the most senior ranking UNCW Police official in charge of police operations is responsible for providing the Chief of Police a documented After-Action Report within thirty (30) days of the event. Extensions may be granted by the Chief of Police as necessary to obtain complete and accurate information. If the Incident Commander is a UNCW Police Department employee, the Incident Commander will complete the AAR. The AAR will include, but is not limited to:

- a. Type event
- b. Number of persons involved, department, University, other governmental agencies, civilians
- c. A chronological narrative of significant events and police strategy and tactics
- d. Description of actions taken in the realm of the command, operations, planning, logistics, and finance/administrative functions
- e. Number of crimes and arrests
- f. Property damaged (Department property will be listed separately than other property)
- g. Total staff hours expended on the emergency
- h. Equipment and supplies used
- i. A critique of the operations and procedures used and their effectiveness
- j. Suggested changes to actions taken or to Department policies in order to improve upon the Department's response to similar unusual occurrences

APPENDIX C

 <h1 style="margin: 0;">UNCW POLICE POLICY AND PROCEDURE</h1>		
<u>PROCEDURAL ORDER TITLE:</u> ACTIVE SHOOTER RESPONSE	<u>PROCEDURAL ORDER:</u> 502	<u>RESCINDS:</u> GENERAL ORDER 4048
<u>CHAPTER TITLE:</u> SPECIAL OPERATIONS	<u>EFFECTIVE DATE:</u> 03/02/2009	<u>REVISION:</u> N/A
<u>STANDARDS:</u> 46.1.2, 46.2.1	<u>DISTRIBUTION TO:</u> ALL SWORN PERSONNEL	<u>NUMBER OF PAGES:</u> 5
<u>APPROVAL AUTHORITY:</u> CHIEF DAVID M. DONALDSON	<u>SIGNATURE:</u> <i>David M. Donaldson</i>	

I. PURPOSE

The purpose of this directive is to provide responding officers with guidelines to follow in the event of an active shooter incident occurring on the University requiring the implementation of a rapid deployment team. This directive serves as a supplement to Procedural Order 501, Emergency Preparedness and Response Plan.

II. POLICY

It is the policy of the UNCW Police Department to protect life by any legal means possible. Officers responding to an active shooter incident shall accomplish this goal by immediately using any legal means at their disposal to make contact with the active shooter and stop him/ her. This may include arrest, containment or the use of deadly force. The philosophy driving this policy recognizes that the active shooter must be stopped before he/she can destroy any more innocent lives. This shall be the duty and responsibility of the initial responding officers, and they shall use all legal means to accomplish it.

1. The prioritization of activities, in their order of importance, is:

- A. Locate, isolate and stop the shooter(s)
- B. Treat and evaluate the injured
- C. Establish containment with inner and outer perimeters
- D. Safety sweep for unknown hazards
- E. Complete evacuation
- F. Process the crime scene

While it is important to provide medical treatment to the wounded, it is the duty of law enforcement officers to first protect all innocent lives by stopping the actions of the active shooter.

III. DEFINITIONS

RAPID DEPLOYMENT -The swift and immediate deployment of law enforcement resources to ongoing, life threatening situations, where delayed deployment could otherwise result in death or great bodily injury to innocent persons.

ACTIVE SHOOTER - One or more subjects who participate in a random or systematic shooting spree, demonstrating their intent to continuously harm others. For purposes of this policy, the term "active shooter" will also include anyone who uses any other deadly weapon (knife, club, bow and arrow, explosives, etc) to systematically or randomly inflict death or great bodily harm on people.

CONTACT TEAM - A group of police officers whose goals are to locate the active shooter, isolate the threat and confront/apprehend the active shooter.

RESCUE TEAM - A group of police officers dedicated to locating injured victims, providing immediate treatment, triaging and evacuating the injured if possible.

PERIMETER TEAM -A group of police officers whose purpose is to isolate the area where the active shooter is located, provide a safe area for the evacuation of victims and secure any escape routes for the active shooter.

EVACUATION TEAM - A group of police officers whose responsibilities include the establishment of safe areas and the orderly evacuation of innocent parties.

IV. LEGALITIES

North Carolina General Statute 15A-401(d), (2) provides that an officer may use deadly force:

1. To defend himself or a third person from what he reasonably believes to be the use or imminent use of deadly physical force;
2. To effect an arrest or to prevent the escape from custody of a person who he reasonably believes is attempting to escape by means of a deadly weapon, or who by his conduct or any other means indicates that he presents an imminent threat of death or serious physical injury to others unless apprehended without delay; or
3. To prevent the escape of a person from custody imposed upon him as a result of conviction for a felony.

The law regarding the use of deadly force remains the same in an active shooter incident. However, an active shooter is engaged in a continuing forcible felony, and the time frame for the use of deadly force against him continues until the suspect(s) discards his weapons and surrenders or is incapacitated.

V. PROCEDURES

1. All law enforcement personnel who are on duty shall respond to the scene of the active shooter.

A. Contact Team - The first two responding officers (up to four), shall form a contact team and go in immediate pursuit of the active shooter. The focus is to make contact as soon as possible and stop the active shooter by arrest, containment, or use of deadly force. The team will be subject to 360-degree vulnerability and will not do a thorough building clearing. They will continue moving past victims or harmless distractions. The location of victims may be relayed to the rescue team(s).

B. Rescue Team - The second set of officers, up to four, arriving on the scene, will form a rescue team which will locate and remove injured victims, and direct uninjured victims out of the building. Rescue team members should remember, uninjured victims may nonetheless be in shock, or paralyzed with fear, and may not respond to verbal commands. Rescue team members are to remain constantly vigilant as the rapidly changing dynamics of the incident may put them in contact with the suspect and they will be subject to 360-degree vulnerability.

(1) If either team encounters a suspected explosive device, they must use their own judgment in reference to posting an officer near it, or reporting, marking and bypassing it.

(2) If possible, officers should make entry at a location other than the main entrance, as this is the place where a suspect might logically set up barricades, explosives or an ambush.

(3) All personnel should restrict their radio use to emergency traffic only.

2. Emergency Notification to the Community

Once the incident has been confirmed by law enforcement personnel to be an emergency situation requiring members of the community to take action to protect themselves (for instance by sheltering in place, locking doors, evacuating or avoiding a location, etc) the telecommunicator at the direction of the supervisor is responsible for initiating emergency communication procedures including, as necessary:

A. Activating the UNCW Seahawk Siren

B. Broadcasting an initial statement to the community via the University's Emergency Notification System. The statement should be sent by phone, including TTY, E-Mail, and SMS. The message should be **brief and direct**, such as "A gunman is on campus, shots fired near/at [insert location]. Go to a safe, secure location, lock doors/windows, turn off lights, close blinds. End"

C. Additional messages may be released as the incident dictates and time permits.

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D. Contact the Department of Housing Director or the On-duty Coordinator (if after hours) and inform them of the emergency and have them implement their "Active Shooter Protocol" for the residence halls.

E. Notify the Housekeeping Supervisor via phone, of the emergency situation, and request that the housekeepers secure the exterior doors to their assigned buildings to include all classroom buildings.

F. The Office of Marketing and Communication has primary responsibility for broadcasting messages to the community after the initial emergency notification to the community has been made. The Chief of Police, or his designee if he is unavailable, (3A below), is responsible for notifying the Office of Marketing and Communication of the incident and the need for the Office of Marketing and Communication to assume that role. A formal transfer of responsibility should be communicated/received.

3. Incident Command

The first supervisor on the scene who is not part of the contact or rescue team will be the incident commander and establish a command post. The incident commander will:

A. Order the dispatcher to initiate notification of the call-back roster. The call-back roster shall include relieving shift officers, all Investigators, all Division Commanders, the Assistant Chief, and Chief of Police.

B. Choose a safe staging area for arriving personnel

C. Form additional contact and rescue teams as necessary.

D. Call for assistance from other agencies. Responding New Hanover County Sheriff's Office and Wilmington Police Department resources should be posted primarily on the inner and outer cordons as needed.

E. Group the media in a safe location. It is important to remember, live news coverage may compromise the safety of officers, victims and by-standers.

F. Utilize any other resources at their disposal to bring the incident to a conclusion. If the suspect is arrested or incapacitated, department procedure will be followed regarding the investigation, crime scene processing and evidence preservation; the Investigation Division Commander will conduct the incident investigation.

If the contact team contains the suspect, the incident commander may elect to request the New Hanover Sheriff's Office's tactical team and if needed, the Wilmington Police Department's tactical team to respond to provide further reinforcement for containment. Negotiators will be used to try and affect surrender. Department Procedural Order 503, "Hostage/Barricade Situations" will be followed in this instance.

Training - All department sworn personnel will attend and complete a "Response to Active Shooter" training class conducted by an Instructor who has attended and successfully completed the Rapid Deployment Instructor course conducted by the North Carolina Justice Academy. Additionally, all department sworn personnel will

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receive 8 hours of in service training regarding responding to active shooter incidents per calendar year.

4. Counseling

Consistent with General Order 405, " Post Shooting Procedures" personnel involved in a deadly force encounter will be required to meet with the department's Psychological Services Provider (PSP). Personnel may also be directed to counseling if mass carnage is encountered, even if deadly force if not used. Except as noted in General Order 405 and to verify attendance, no report of the session will be made to the department.

APPENDIX D



EMERGENCY NOTIFICATION, RESPONSE AND EVACUATION PROCEDURES

Authority:	Chancellor
History:	Established August 21, 2009
Source of Authority:	UNC Code, Appendix 1, Section XV
Related Links:	UNCW Police
Responsible Offices:	UNCW Police, Office of Marketing and Communications, Environmental Health & Safety

I. Purpose

These procedures are established in compliance with the Higher Education Opportunity Act (§485(f)(1)(J); 20 U.S.C.S. §1092(f)) to provide emergency response, notification and evacuation procedures for campus.

II. Scope

These procedures apply to all university members and visitors to campus.

III. Reporting Emergencies

Individuals should report all emergencies by calling 911 from any telephone, whether cellular, landline or campus extension, by pushing the emergency intercom button or the bluelight emergency phone buttons (Emergency Call Boxes), which are available at various locations on the campus properties. False alarms or abuse of the notification system is a violation of campus policies as well as North Carolina law.

IV. Responsibility for Emergency Response and Notification

A. Generally, the UNCW Police Department is responsible for providing immediate emergency response to and investigating reports of criminal actions and/or initiating or providing assistance to other agencies and departments for other types of emergencies occurring on property owned, leased and managed by UNCW.

B. Once a confirmed significant emergency or dangerous situation involving immediate threat to the health or safety of students or employees is occurring on campus, the campus community shall be notified, unless UNCW Police determines and pronounces that issuing an immediate notification would place the community at a greater risk or would compromise efforts to contain the emergency. Any delay in

notification shall be for as short a time as possible. It is anticipated that initial notifications will be the responsibility of UNCW Police. However, it is recognized that that any number of circumstances may cause this responsibility to fall to the Office of Marketing and Communications or another designated office(s) / department (s). Additional messages may be released as the incident or situation dictates and as time permits. In situations where the initial emergency notification was made by police, the Office of Marketing and Communications or other designated office / department has responsibility for broadcasting further messages to the UNCW community. The Chief of Police, or designee, shall notify the Office of Marketing and Communications or other designated office / department of the incident and notify that office when the Police have transferred responsibility for notifications to them.

C. The initial message shall be brief and direct so as to notify the community whether to seek shelter, lock doors, avoid or evacuate a location(s) or take other action as needed. Any of following emergency communications, as well as others as deemed appropriate, shall be utilized depending on the type and nature of the emergency:

1. Seahawk Siren System – used for emergencies requiring shelter in place to stay safe. The siren will be utilized during sudden emergencies such as tornadoes, hazardous materials incidents, or active shooters.
2. University’s emergency notification system, which is sent by phone, including TTY, email, and SMS.
3. Campus Intercom System – The campus intercom system may be used to notify persons indoors in a manner similar to the Seahawk Siren System. It may be used to provide shelter in place or evacuation information as necessary for a variety of emergencies. The active listening function of this system will only be used by law enforcement in actual emergencies.
4. In-person communication by one individual to another person or group of persons.

D. University Police and the Office of Marketing and Communications shall test the notification systems no less than annually and its effectiveness monitored by Environmental Health & Safety emergency management function.

E. At a minimum this policy shall be publicized as follows:

1. Annually in the Campus Crime and Security Report
2. At <http://www.uncw.edu/emergencyandsafety/index.html>
3. New Student Orientation
4. Publication in the UNCW Emergency Action Plan

V. Other Response Efforts

A. Depending on the nature of the reported emergency, UNCW Police shall notify the Office of Housing and Residence Life when to implement its emergency protocols, such as “active shooter protocol” for residence halls.

B. Depending on the nature of the reported emergency, UNCW Police shall initiate the securing of buildings, either electronically or by notifying other university offices and departments, such as Physical Plant personnel, for example nighttime housekeepers, and request they secure the exterior doors to their assigned buildings.

C. Depending on the nature of the reported emergency, university offices and departments should implement the UNCW All Hazards Emergency Operations Plan and/or office or departmental emergency response protocols, such as evacuation plans if it is safe to do so.

APPENDIX E



05.502

CRIME REPORTING

Authority: University Police

History: Revised June 20, 2008; Established September 14, 2006

Source of Authority: 34 CFR 668.46(b)(2) Jeanne Clery Act

N.C.G.S. 116-40.5

The Handbook for Campus Crime Reporting, U.S. Department of Education Office of Postsecondary Education 2005

Related Links:

Responsible Office: University Police

I. Purpose

To provide clear guidance to members of the UNCW community regarding the reporting of crime and emergencies.

II. Scope

Applies to personnel, offices, and departments as indicated.

III. Reporting Crimes and Emergencies

A. Students, employees, and visitors on campus should report all crimes to the UNCW Police Department. The University Police department is the point of origin for all emergency services on campus. The department is open 24-hours a day, 365 days a year providing around the clock police and security services.

B. The police department maintains and monitors emergency call boxes located on university properties. Resident students have access to telephone service in their on-campus housing that may be used to report crimes and other emergencies. Elevators are equipped with an emergency telephone that connects directly to the University Police Department.

- C. Report all crimes to the UNCW Police Department:
1. Emergency – 911
 2. Non-Emergency – (on campus) ext. 2-2222, (off campus) (910) 962-2222; Anonymously – (on campus) ext. 2-8477 (TIPS); (off campus) (910) 962-TIPS (8477)
 3. Anonymous email from the Police Department Web page:
www.uncw.edu/police

IV. Certain Personnel Required to Notify Police of Certain Offenses

The following university officials or members of designated offices, by virtue of their title and position, are required to notify the police department of the incidents of offenses occurring in certain geographic locations associated with UNCW.

- A. University Police; All personnel
- B. Office of Housing and Residence Life; All Professional Staff, Resident Assistants, and Desk Receptionist, including contracted security guards.
- C. Office of the Dean of Students; All Professional Staff
- D. Athletic Department; Athletic Director and other Administrators, Trainers, and Coaching Staff
- E. Campus Recreation; All Professional Staff
- F. Campus Life; All Professional Staff
- G. UNCW faculty/staff advisors to registered student organizations

Upon receipt of such information, the above-referenced individuals should notify University Police as soon as practical so that timely notification or warning can be given and for inclusion in the *UNCW Campus Crime and Security Report* published annually by the police department in compliance with federal regulations. Notification should include if the crime occurred in a residence hall, dormitory, or other residential facility for students on campus.

V. University Police Will Include Certain Reported Offenses in the Annual Campus Crime and Security Report

The following offenses will be included in the annual Campus Crime and Security Report,: Murder & Non-negligent manslaughter; Negligent manslaughter; Sex

Offenses, Forcible and Non-Forcible; Robbery; Aggravated Assault; Burglary; Motor Vehicle Theft; Arson; arrests and referrals for Liquor Law Violations, Drug Law Violations, and Illegal Weapons Possession. The definitions for murder, robbery, aggravated assault, burglary, motor vehicle theft, weapon law violations, drug law violations, and weapon law violations, are excerpted in part from the *Uniform Crime Reporting Handbook*. The definitions of forcible and non-forcible sex offenses are excerpted in part from the *National Incident-Based Reporting System Edition of the Uniform Crime Reporting Handbook*.

The locations associated with UNCW which are required to be included in the *UNCW Campus Crime and Security Report* fall within one of three categories of properties: On Campus, Non campus, or Public. The definitions for these categories are adopted from the 2005 edition of *The Handbook for Campus Crime Reporting* published by the U.S. Department of Education Office of Postsecondary Education.

A. On-campus includes any building or property owned or controlled by UNCW, within the same reasonably contiguous geographic area, and used by UNCW in direct support of, or in manner related to the university's educational purposes, including residence halls; and any building or property that is within or reasonably contiguous to the UNCW main campus, 601 South College Road, Wilmington, NC, that is owned by UNCW but controlled by another person, is frequently used by students, and supports institutional purposes. Examples of properties that may fall within this category are Center for Marine Science, Center for Marine Science Research, leased space at 5051 New Centre Drive, Park and Ride 632 South College Road, Wilmington, NC; Park and Ride 5335 Oleander Drive; 737 St James Drive; 720 St. James Drive and any additional properties fitting this description.

B. Non-Campus includes any building or property owned or controlled by a student organization that is officially recognized by UNCW; or any building or property owned or controlled by UNCW that is used in direct support of, or in relation to, UNCW's educational purposes, is frequently used by students, and is not within the same reasonably contiguous geographic area of the institution. Examples of properties that may fall within this category are certain classrooms located at Coastal Carolina Community College 444 Western Boulevard, Jacksonville, NC; Eve Henwood 6150 Rock Creek Road, Town Creek, NC; Hanover East Library 1241 Military Cutoff Road, Wilmington, NC; and research vessels owned by UNCW when carrying students participating in university programs and any additional properties fitting this description.

C. Public Property includes all public property, including thoroughfares, streets, sidewalks, and parking facilities, that is within the campus or immediately adjacent to and accessible from the campus. Examples of properties that may fall within this category are 600 block of South College Road; portions of Pine Hills Drive, Rose Ave, and College Acres Drive, the 5100 block of Masonboro Loop Road and any additional properties fitting this description.

VI. Timely Warnings

A. In an effort to provide timely notice to the university community, Crime Warnings or Police Alerts are usually posted when a crime poses an ongoing threat to students and employees. Notice will usually be given when one of the following incidents is reported to the UNCW Police Department: Arson, Aggravated Assault, Murder/Criminal Homicide, Robbery, Sex Offenses, and other incidents as deemed appropriate. In all cases, including in instances of a violent crime occurring between two individuals who know each other, police personnel will assess the circumstances that have been reported or are available to determine if the suspect poses an on-going threat to the campus community and issue a warning where appropriate.

Notifications may be disseminated by any of the following methods:

1. E-mail
2. Broadcast Voicemail
3. Web Site Postings
4. Community Meetings
5. Print Media
6. Televised Media
7. Public Postings
8. Telephone
9. Personal Communication
10. Text Messages

B. The UNCW Police Department maintains a daily crime log through the following link: www.uncw.edu/police. The information in the Crime Log typically includes the nature, date time, general location, and disposition of each crime or incident. The Crime Log is normally updated within two business days, excluding days UNCW is closed.