



University of Pennsylvania Police Department 4040 Chestnut Street, Philadelphia, Pa 19104			 
Directive: 60	Subject: Crisis Management Plan	Effective Date: 02/21/2000	
Order of: Gary Williams, Chief of Police			Amended Date: 08/01/2023

I. Purpose

The purpose of this directive is to provide University of Pennsylvania Police Department (UPPD) officers with guidelines in the management of crisis situations; with the ultimate goal of successfully ending the crisis with all University resources intact and functioning, while ensuring the protection of the lives and property of those within the University community.

II. Policy

It is the policy of the UPPD that officers shall be prepared for and respond accordingly to a crisis or any other unusual event that may disrupt normal operations, or cause serious health problems or injury to those within the University community. Such response will be directed through the chain of command, and may include the mutual aid of other University departments, outside law enforcement agencies, and other emergency response organizations. This response shall ensure that the crisis is managed with the goal of protecting the safety of the community, as well as the safety of responding officers. In any crisis that disrupts the normal operations of the University, the Incident Command System will be utilized. The University of Pennsylvania "Crisis Management Plan" will serve as the guidebook for all crises that may impact upon the University.

III. Scope

This directive shall affect all sworn police officers.

IV. Definitions

- A. Crisis: A crucial or decisive point or situation, which may impact in the temporary or permanent loss of a vital function or operation, or which may also result in, or generate serious threat to, the safety of individuals or the environment. Such a situation could occur immediately or over a period of time.

V. Procedures

- A. Advanced Intelligence of Potential Crisis

1. Whenever possible, departmental resources will be utilized to gather intelligence on potential adverse situations that could result in a likely crisis for the University community. These situations could include, but not be limited to the following:
 - a. Adverse weather conditions or natural disasters;
 - b. Environmental contamination, i.e. hazardous material release (accidental or purposeful);
 - c. Major utility interruption;
 - d. Incidents of campus unrest or riot, large scale demonstrations or the take-over of a building or facility;
 - e. Incidents of mass casualty;
 - f. Hostage or barricade situation.
2. It shall be the responsibility of the PennComm center to gather and disburse weather-related information; as well as general intelligence received via telephone or the NCIC/PCIC terminals, through the chain of command.
3. It shall be the responsibility of the Detective Supervisors to gather and disburse information relative to the potential actions of organized groups whose activities may negatively impact on the University community.
4. Officers on patrol are expected to report to their immediate supervisor any information that they receive or observe relative to a potential crisis situation.
5. When intelligence gathering results in the anticipation of a crisis event, the Incident Management Team will be formed in advance of the event.

B. The Incident Management Team

1. While the Chief of Police shall be responsible for coordinating the planning function for response to an immediate crisis or unusual occurrence, certain situations may require the Chief of Police to convene the Incident Management Team (IMT). In these situations, the IMT shall direct all UPPD response to crisis incidents, and shall also convene post-incident to critique the departmental response to the incident. The IMT shall be comprised of:
 - a. The Chief of Police;
 - b. The Deputy Chief of Patrol Operations;
 - c. The Deputy Chief of Investigations;
 - d. The Director of Fire Emergency Services;

- e. The Director of Security and Technology;
 - f. The Captain of Patrol;
 - g. The Captain of Staff and Administrative Services;
 - h. The Shift Commander(s), who shall serve as the on-scene supervisor(s), maintaining direct contact with the IMT via the PennComm center.
 - i. Other members of the department as deemed necessary by the Chief of Police (i.e. highest ranking ERT member on-duty), or key members of the University community.
2. Upon receipt of advanced, confirmed intelligence regarding an impending critical incident, the IMT shall convene in the Emergency Operations Center (EOC) at UPPD HQ to form an action plan to deal with the incident, and to coordinate appropriate departmental response. Such preparations shall include, but not be limited to:
- a. Ensuring that the UPPD Headquarters building uninterrupted power supply is operational;
 - b. Maintaining the high operational levels of all UPPD vehicles;
 - c. Providing for an alternative communication system as needed;
 - d. Facilitating direct open lines of communication with the Philadelphia Police Department and other agencies;
 - e. Securing adequate housing for officers who will be working for extended shifts;
 - f. Establishing a contact list of appropriate University officials;
 - g. Implementing the staffing readiness stages for the department.
 - h. Ensuring that necessary equipment such as situation maps are available.
 - i. Coordination with the media through the Office of University Relations.
 - j. Coordination through the Vice President for Public Safety with the University's Crisis Management Team (CMT).

C. Emergency Mobilization Plan

1. Three Emergency Response Levels have been designated by the University. They are as follows:
 - a. Level One Emergency: An isolated or limited critical incident requires a response but can be managed within the normal framework of University operations. Neither the

IMT nor the CMT need to be activated, although individual members of both may be required to participate in the response. Examples include an assault on a student, the death of a student or faculty member or a chemical spill of a limited and containable nature.

- b. Level Two Emergency: A localized critical incident is a significant department or building incident that can be resolved with existing University resources or with normal assistance from City response agencies. An incident of this level requires coordination among those responding to the incident but does not give rise to major policy or public relations concerns. Such an incident has limited impact on the University community beyond those using the space or building in which it occurred. The IMT is convened in order to ensure a coordinated response to the situation, but the CMT is not activated. Individual members of the CMT may be called upon to assist in the response according to their function in the University. Examples include a building fire or a steam leak.
 - c. Level Three Emergency: A major critical incident is a significant or catastrophic emergency that impacts all or a sizable portion of the campus or University community. Operational response efforts and policy decisions must be coordinated. The CMT and the IMT both are activated to address the situation. Examples include a student uprising, a major flood or hurricane, a terrorist attack or an accidental release of biological or chemical hazards not confined to a single or limited location.
- 2. As soon as is practical, Shift Commanders or designees shall inform officers under their command of the particular emergency response level. In situations when a crisis develops with little or no advance notice, the Chief of Police, or designee, shall determine the appropriate stage of readiness dictated by the particular incident.
 - 3. The primary assembly area in response to a crisis shall be the UPPD Headquarters Building (UPPD HQ). In the event of the unavailability of UPPD HQ, officers shall be instructed as to the secondary assembly area.
 - 4. All equipment required by UPPD officers will be distributed or available to officers as needed.
 - 5. The Emergency Response Team (ERT) and other mission-specific task forces shall be activated as necessary.
 - 6. If warranted, UPPD personnel shall be given special designations to allow for a more coordinated response.
 - 7. Command level staff shall initiate and maintain coordination with other emergency management personnel and University officials, ensuring that any transportation requirements are resolved.

8. The UPPD CMT will provide effective management control measures for all crisis response by the department.

D. Crisis of an Immediate Nature

1. In the event of a crisis that occurs with no advanced notice, the following protocol shall be implemented:
 - a. When the PennComm Center receives information concerning a possible crisis situation, the PennComm Center Police Supervisor shall:
 - 1) Ensure that the Shift Commander or ranking on-duty officer is notified of the situation;
 - 2) Direct additional units to the scene as necessary;
 - 3) Notify other agencies (PPD, PFD) if required.
 - 4) Notify the Chief of Police, the Deputy Chief of Patrol Operations, and the Deputy Chief of Investigations who will then decide if the IMT should be convened.
 - 5) Document all notifications on the event Summary Sheet.
 - b. The Shift Commander shall respond to the scene and shall:
 - 1) Coordinate the UPPD response to the scene;
 - 2) Ensure that responding units are not jeopardizing their own safety (maintaining an inner and outer perimeter, or in the event of a HAZMAT event, remaining upwind/uphill or upstream);
 - 3) Establish a Staging Area and Command Post at a safe but reasonable distance from the scene (if necessary);
 - 4) Cooperate with other responding agencies (PPD, PFD and/or state and federal agencies)
 - 5) Regularly provide the IMT with updates, and requests for additional assistance (i.e. ERT, Fire and Emergency Services, etc.)
 - 6) Contain any news media to a central area away from the scene and any ongoing police operations.
 - 7) Coordinate evacuation of injured persons and bystanders with other responding agencies/EMS.

- 8) Notify through the PennComm Center the tactical and hostage negotiation personnel, if warranted. (A list of hostage negotiation personnel is available through the CAD system).
 - c. Any requests for information by the news media shall be referred to the Office of University Communications, ph# 215-898-8721. When warranted, any public information or media briefings shall be coordinated with the Office of University Communications.
- E. Response to A Specific Crisis Incident
1. While this directive outlines the general crisis management steps to be implemented as warranted, the following directives (as well as the **University of Pennsylvania's "Crisis Management Plan"**) will guide actions to be taken for specific situations:
 - a. **Directive 7: "Hazardous Conditions"**
 - b. **Directive 9: "Responsibilities at Crime Scenes"**
 - c. **Directive 30: "Critical Incident Management Procedures"**
 - d. **Directive 62: "Bomb Threats and Searches"**
 - e. **Directive 63: "Hostage/Barricaded Subject Plan"**
 2. All departmental emergency operations plans shall be accessible to all command level personnel. These plans shall be reviewed and updated as warranted, during the department's CALEA self-assessment phase.
- F. Incidents of Mass Arrest
1. The UPPD does not have adequate manpower or facilities to successfully manage incidents of mass arrest. The PPD, being the largest police department in the Commonwealth, has both the facilities and manpower to manage these incidents.
 2. Should the potential for a mass arrest situation arise, the Chief of Police will coordinate with the appropriate PPD District Commanders in order to have sufficient resources available to handle the arrests of a large number of persons. Further, the UPPD will be guided by the **"City of Philadelphia Emergency Operations Plan"** in the coordination with the PPD for contingency planning and crisis management. Federal law enforcement or National Guard assistance in emergency situations shall be requested by the Chief of Police through the Office of the Mayor of Philadelphia.
 3. The following activities relative to mass arrests will be conducted by the Philadelphia Police Department:

- a. The Commanding Officer, Offender Processing, will coordinate with Major Crimes and the Police Detention Unit to ensure available cell space exists for the number of individuals taken into custody. Should the number of arrestees exceed the capacity of the Police Detention Unit, holding cells at the district level will be utilized. All arrest processing (including booking) will be conducted by the Philadelphia Police Department.
- b. Juvenile offenders will be separated from adult offenders and will be transported directly to the Philadelphia Police Central Division, per the City of Philadelphia Mass Arrest Procedures memorandum. All adult prisoners will be transported to the Police Detention Unit for processing.
- c. PPD will bear the responsibility of transporting all individuals involved in mass arrest incidents. PPD 18th District commanders will request the assistance of the Philadelphia Sheriff's Department when appropriate for the use of secured buses.
- d. Evidence collection will be undertaken by the Philadelphia Police Mobile Crime Unit when necessary.
- e. Security of all prisoners arrested in a mass arrest incident will be the responsibility of the Philadelphia Police Department.
- f. PPD Civil Affairs will supply a supervisor to the Police Detention Unit to ensure that prisoners are matched properly with the arresting officers, per the City of Philadelphia Mass Arrest Procedures memorandum.
- g. As the PPD will be the arresting and processing agency for all incidents of mass arrest, these incidents are exempt from the "Arrest Protocol Agreement" between the UPPD and the PPD.
- h. The PPD will coordinate all defense counsel visits as per their existing procedures.
- i. The Inspector of Staff Services for the PPD will notify the contact person at the Municipal Court, Pretrial Services, and the District Attorney's Office as per the City of Philadelphia Mass Arrest Procedures memorandum.
- j. The Office of University Communications will provide the news media with pertinent information relative to all mass arrest incidents occurring on University property.
- k. It shall be the responsibility of the PPD to provide food, water, sanitation facilities and medical treatment for all defendants involved in mass arrest scenarios per existing PPD directives.

G. Post-Incident De-Briefing and Critique

1. After the critical incident has been resolved, the Shift Commander shall muster all officers who responded to the incident in the UPPD Roll Call room (while maintaining continued shift coverage). This shall allow the Shift Commander to:
 - a. Hold a post-incident Roll Call to ensure all officers are accounted for;
 - b. Check for signs and symptoms, and inform personnel of the signs and symptoms of possible exposure to hazardous materials;
 - c. Be alert for signs of Post-Traumatic Stress Disorder, and
 - d. Preliminarily discuss response to and handling of the incident.
2. After the incident has been resolved, the IMT shall meet to prepare a written critique of the UPPD response to the incident. This critique shall then be forwarded to the Office of the Vice President of Public Safety, who shall then review the critique and share the information within to University officials.

H. Equipment Preparedness, Rehearsals and Analysis

1. At least once per quarter, the EOC shall be inspected for operational readiness. In addition, any additional equipment purchases shall be documented on the emergency operations equipment list to be stored in the EOC.
2. At least once a year, the department will conduct a table top exercise or rehearsal simulating a crisis event. This simulation shall be an exercise to allow the department to access readiness levels and response in the event of an actual crisis event. It shall also allow for a test of the action, response, resource status, and situation status guide that shall be formulated during each rehearsal of a simulated crisis event. Whenever possible, multiple agencies such as the Philadelphia Police and Fire Departments should be participants in such exercises to ensure that the Incident Command System and Unified Command Systems are utilized effectively to manage the crisis.
3. At least every two years, the department will conduct a documented analysis of all crisis incidents and training effectiveness. Such analysis will be conducted by a Shift Commander designated by the Chief of Police.

I. Training

1. Upon promotion to any supervisory position, all newly promoted supervisors will receive a course of instruction relative to the Incident Command System. Police officers will receive basic Incident Command System training through the mandatory in-service training conducted by the Pennsylvania Municipal Police Officers' Education and Training Commission (MPOETC).

J. Compliance

Violations of this directive, or portions thereof, may result in disciplinary action.

K. Officers Assigned to Other Agencies

Officers of this department assigned to or assisting other law enforcement agencies will be guided by this directive.

L. Application

This directive constitutes departmental policy, and is not intended to enlarge the employer's or employee's civil or criminal liability in any way. It shall not be construed as the creation of a higher legal standard of safety or care in an evidentiary sense with respect to third party claims insofar as the employer's or employee's legal duty as imposed by law. Violations of policy will only form the basis for departmental administrative sanctions. Violations of law will form the basis for civil and criminal sanctions in a recognized judicial setting.