Baylor University

International Incident Management Plan

Version 1.2

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International Incident Management

In each crisis scenario the initiation of the plan is the same. It is simply this:

1. For <u>all</u> emergencies call International SOS nearest to your location:

Philadelphia	**1-215-942-8226 (if in Mexico, Central or South America)**
London	**44 (0) 20 8762 8008 (if in Europe, CIS, Africa, or the Middle East)**
Singapore	**65 6338 7800 (If in Asia, Australia or Pacific Rim)**

2. Call Baylor University Police Department (BUPD)
1-254-710-2222

International SOS will call the Department of Risk Management and the process to support the crisis will begin at the Baylor campus.

4.01 Missing Person

Immediate Management Priorities

- IMMEDIATELY CONTACT INTERNATIONAL SOS who will review the threat environment in the location where the individual was known to be last
- Identify possible sources of threat
- Restrict student, faculty and staff travel as necessary and instruct all personnel to "Stand Fast" in their nearest secure locations
- Have local Baylor personnel initiate contact with police, embassy(ies), host(s) and other local stakeholders to enlist support. If there are no other local Baylor personnel in that locale, instruct affiliate or host personnel to initiate such contact. If there are no affiliates or hosts in that location, request International SOS to assist in the notification process on behalf of Baylor University.
- Dispatch search team of at least two people to last contact point if it is safe to do so. If it is deemed to be unsafe, a local contract investigative service should be strongly considered.
- Initiate hospital search
- Initiate investigations into last known location and most probable destination
- Appoint and brief a Family Liaison Officer (FLO) who will be assigned to keep the family informed and involved
- Have the Family Liaison Officer contact the individual's family or next of kin to advise them of the situation
- Brief other students, faculty, or staff to increase their vigilance in personal security awareness and monitoring the locations of everyone involved

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Full details of missing person – passport, recent photo, emergency/family contacts, mobile number, medical conditions, prescription medications, itinerary
- Time individual was reported missing
- Where the individual was meant to be when they were found to be missing
- Where they were meant to be going and what time were they supposed to reach there
- Who was the last individual to see them in person
- Who has been contacted to assist in locating the missing person
- Whether the police are / should be involved at this point
- Whether the American (or other) embassy is / should be involved at this point
- Whether a local contract investigative service should be involved at this point
- Location of other students, faculty or staff in the same city, province, country, or region
- Impact on other students, faculty or staff present on site
- Whether a local contract security service provider should be involved at this point
- Immediate intentions

4.02 Kidnap for Ransom

Immediate Management Priorities

- Consider requesting the support of a dedicated Kidnap, Ransom, & Extortion consultant (refer to International SOS or other security services provider for advice)
- IMMEDIATELY CONTACT INTERNATIONAL SOS who will review the threat environment in the location where the individual was known to be last
- Brief all personnel with knowledge of the possible kidnapping on the importance of security and non-disclosure
- Restrict student, faculty and staff travel as necessary and instruct all personnel to "Stand Fast" in their nearest secure locations
- Initiate contact with embassy ***{Do NOT contact police, host(s), or other stakeholders prior to receiving recommendations from International SOS Security personnel or other security services provider}***
- Appoint a communicator to deal with kidnappers (refer to International SOS or other security services provider for advice)
- Establish call recording facilities and ensure all calls are recorded
- Position copies of the Kidnap / Extortion Record (found at 4.02.1 on page 11 immediately following this checklist) at all Baylor EG(s) member desks as a template for recording information. Master copy of this Record should be maintained by the appointed communicator
- Appoint and brief a Family Liaison Officer (FLO) who will move to the family's location and keep the family informed and involved
- Have the Family Liaison Officer contact the individual's family or next of kin to advise them of the situation
- If necessary, post private security guards at the location of other students, faculty and staff to prevent further incidents

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Full details of kidnap victim(s) – passport, recent photo, next of kin contacts, mobile number, medical conditions, prescription medications, itinerary
- Time and location where individual was last seen
- Who was the last individual to see the person
- Verify whether "proof of life" has been established – what facts tell us that this individual is alive (or dead)
- Circumstances surrounding the kidnapping (by whom, what happened, when, where, why, how)
- Whether the police are / should be involved at this point
- Whether the American (or other) embassy should be involved at this point
- Whether a local contract investigative service provider should be involved at this point
- Whether a threat / demand has been received and what that demand entails
- Deadlines set by the kidnappers
- Location of other students, faculty and staff in the same city, province, country, or region
- Impact on other students, faculty and staff present on site
- Immediate intentions
- Availability of recording equipment for local phones and CMT(s) phones

4.02.1 Kidnap / Extortion Record

Threat Details	**Threat Language**		
Exact wording of the Threat/Demand	□	Well educated	
	□	Foul	
	□	Abusive	
	□	Incoherent	
	□	Irrational	
	□	Taped message	
	□	Message read	
Questions to Ask	**Background Noises**		
What is the name of the person you have taken?	□	Street noises	
	□	Public address system	
	□	Voices	
How do we know this person is still alive and well?	□	Domestic	
	□	Music	
	□	Crockery	
	□	Motor vehicle	
Can I speak to them to confirm they are alive?	□	Train	
	□	Aircraft	
	□	Machinery	
	□	Animals	
How can we secure the safe return of the victim?	□	Factory	
	□	Local call	
	□	Long-distance call	
	□	Static	
How can we contact you?	**Other Details of Caller**		
	Est. Age		Sex: Male / Female
	Race / Ethnic Group		
When would you like us to contact you?	**Call Details**		
	Start Time		
	End Time		
	Phone Number		

Caller's Voice						**Recipient**	
□	Calm	□	Sick	□	Deep	Full Name	
□	Angry	□	Soft	□	High-pitched	Work Number	
□	Excited	□	Loud	□	Ragged	Mobile Number	
□	Slow	□	Slurred	□	Disguised	**Action: Report Immediately to**	
□	Rapid	□	Stutter	□	Accent	Baylor University Police Department	
□	Laughter	□	Lisp	□	Familiar - who?		
□	Crying	□	Nasal	□		Baylor EG Leader	
□	Other						

4.03 Extortion

Immediate Management Priorities

- Consider requesting the support of a dedicated extortion consultant (refer to International SOS or other security services provider for advice)
- IMMEDIATELY CONTACT INTERNATIONAL SOS who will review the threat environment in the location
- Brief all personnel with knowledge of the extortion on the importance of security and non-disclosure
- If the threat was received in a letter, ensure the letter is sealed in a zip-lock plastic bag, a record made as to who has handled it, and details passed to the appointed trip leader who will then submit a copy of the letter to the Baylor Police Department
- Stakeholders are informed
- Appoint a communicator to deal with extortionists (refer to International SOS or other security services provider for advice)
- Physical security is temporarily increased (based on the threat assessment)
- Brief students, faculty and staff to increase their vigilance in personal security awareness and access control at their location(s)
- Consider the immediate dispatch of security personnel to secure the premises
- Consider issuing movement restrictions to personnel
- Establish call recording facilities and ensure all calls are recorded
- Position copies of the Kidnap / Extortion Record (see 4.02.1 at page 11 immediately preceding this checklist) at Baylor EG(s) desks as a template for recording information. The master copy should be maintained by the appointed communicator.

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Time call / mail was received
- Exact wording of threat / demand
- Circumstances surrounding the threat
- Whether the police are / should be involved at this point
- Whether the American (or other) embassy is / should be involved at this point
- Whether a local contract investigative service provider should be involved at this point
- Deadlines set by the extortionist
- Locations of all students, faculty and staff in same city, province, country, or region
- Impact on students, faculty and staff present on site
- Whether a local contract security service provider should be involved at this point
- Immediate intentions

4.04 Threat to Personnel

Immediate Management Priorities

- Ensure that a Threat Record is being completed (Use the Bomb / Threat Checklist at Enclosure D on page 45 of this document)
- Assessment is made on the veracity of the threat (IMMEDIATELY CONTACT INTERNATIONAL SOS or other security services provider who will assist in this determination)
- If the threat was received in a letter, the letter has been sealed in a zip-lock plastic bag, a record made as to who has handled it, and details have been passed to the trip leader who will then submit a copy of the letter to the Baylor Police Department
- Host(s) and key stakeholders are informed
- Contact neighbors and relevant associates to advise of the threat if they may also be at risk
- Physical security is temporarily increased (based on the threat assessment)
- Brief students, faculty and staff to increase their vigilance in personal security awareness, monitoring the locations of everyone involved, and access control to their location(s)
- Consider the requirement for close personal protection and / or evacuation for individuals specifically at risk
- Consider the immediate dispatch of security personnel from a local provider to secure the premises
- Consider issuing movement restrictions for personnel
- In the case of a death threat from a credible source, consider the temporary relocation and / or evacuation of the targeted personnel and all associated personnel
- Ensure that personnel who are off-site at the time of the incident are aware of what has occurred and, if the security situation requires it, are instructed to “Stand Fast” in a secure location

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Time that the call / mail / verbal / email threat was communicated
- Exact nature / wording of threat
- Current status at site and location of threatened student, faculty or staff member
- Impact on other students, faculty or staff members
- Whether police are / should be informed
- Immediate intentions

4.05 Terrorist Attack/Bombing

Immediate Management Priorities

- Students, faculty and staff are quickly rallied in a secure location and a headcount is conducted
- Immediate medical attention is sought for casualties (IMMEDIATELY NOTIFY INTERNATIONAL SOS who will assist in determining preferred medical providers)
- Personnel are then immediately moved to a more permanent rally point a safe distance from the location in case of secondary explosions or follow-on attacks directed at emergency services personnel
- No one is allowed to return to the attack site for any reason
- All personnel offsite at the time of the attack have been contacted directly and given the location and directions to the rally point
- All personnel have contacted their next of kin to advise them that they are safe
- Contact has been made with local emergency services personnel and International SOS
- If this is an attack, local personnel have considered threats to other University students, faculty, staff and assets
- Liaison officers appointed for family members (Family Liaison Officer), Emergency Services (Trip Leader or Designee), key stakeholders and partners
- Local Baylor University group have secured all travelers
- A restoration and / or relocation and / or evacuation timeline has been developed
- Requirement for alternate accommodations (if necessary) is understood and options explored
- Insurance coverage and claims procedures are clarified

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Exact location of attack or explosion
- Time incident occurred
- Immediate damage assessment
- Immediate casualty assessment
- Identity and Status of affected personnel
- Impact on students, faculty and staff
- Immediate intentions

4.06 Violent Attack / Armed Robbery

Immediate Management Priorities

- Coordinate medical support for any personnel who have been injured through INTERNATIONAL SOS
- Build list of those involved
- Contact International SOS, the American (or other) embassy and, if necessary, a local contract security provider
- Instruct personnel in the immediate area as to the importance of ensuring the scene remains secure; instruct personnel not to touch or remove items from the area
- Task personnel to account for all travelers (on-site and off) and provide a list of personnel who are missing
- Establish a Status Board to list missing personnel and casualties
- Appoint and brief the Trip Leader or Designee to provide support to police, ambulance, and fire units in attendance
- Provide police investigators and embassy personnel with access to individuals who may have witnessed the incident
- In cases where there are deceased or injured persons, appoint and brief an Family Liaison Officer
- Coordinate legal support for any personnel who have been detained or arrested
- Review insurance coverage

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Is the threat ongoing
- Immediate assessment of damages/injuries to people and property
- Identity and status of affected personnel
- Is anyone with the victim(s)
- Identity of the attacker(s) if known
- Are University personnel accused in the attack
- If so, is anyone with the accused
- What are the local laws, customs, and standards regarding the security of someone reporting such a crime
- What are the local police standards of investigation, evidence gathering, detainment, arrest
- What are the local judicial standards for fair adjudication and incarceration
- Has(have) the relevant embassy(ies) been notified of the incident
- Impact on students, faculty and staff
- Are Emergency Services in attendance
- Identify which personnel witnessed the attack – these persons must remain in location (if they are uninjured and it is safe to do so) to assist the police
- Have statements been prepared
- Immediate intentions

4.07 Sexual Assault

Immediate Management Priorities

- Create a safe haven for the victim(s) and ensure that they are attended to / escorted by someone they trust
- Ensure education of victim(s) as to all possible next steps based on the realities of the entirety of the information gathered above
- Coordinate medical support for any personnel who have been injured through INTERNATIONAL SOS who will assist in this effort
- Build list of those involved
- Contact International SOS, the American (or other) embassy and, if necessary, a local contract security provider
- Instruct personnel in the immediate area as to the importance of ensuring the scene remains secure; instruct them not to touch or remove items from the area
- Account for all Baylor University travelers (on-site and off) and provide a list of missing personnel
- Establish a Status Board to list missing personnel and casualties
- Appoint and brief the Trip Leader or Designee to provide cooperation and support emergency services personnel
- Provide police investigators and embassy personnel with access to individuals who may have witnessed the assault
- In cases where there are deceased or injured persons, appoint and brief a Family Liaison Officer and have them initiate contact with the family
- Review insurance coverage
- Coordinate legal support for any Baylor University personnel who have been detained or arrested

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Is the threat ongoing
- Status of victim(s)
- Immediate casualty assessment
- Identity and status of affected personnel
- Is anyone with the victim(s)
- Identity of the attacker(s) if known
- What are the local laws, customs, and standards regarding treatment of those reporting sexual assault
- Does the reporting of sexual assault increase the ongoing threat to the victim
- Are rape kits and western standards of care employed in this locale
- Is rape counseling available locally
- Is emergency contraception available locally
- Is STD testing and treatment available locally
- What are the local police standards of investigation, evidence gathering, detainment, and arrest
- Are University personnel accused in the attack
- Has the accused University personnel been arrested (if so, refer to the *Arrest* checklist at 4.09 on page 23 of this document). If so, is anyone with the accused
- What are the local judicial standards for fair adjudication and incarceration
- Has(have) the relevant embassy(ies) been notified of the incident
- Impact on students, faculty and staff
- Are Emergency Services personnel on the scene
- Identify which personnel witnessed the attack – these persons must remain in location (if they are uninjured and

it is safe to do so) to assist the police

4.08 Disease Outbreak

Immediate Management Priorities

- Adequate immediate care for affected personnel (IMMEDIATELY NOTIFY INTERNATIONAL SOS if you are showing symptom, who will help you seek appropriate care facilities)
- Achieve social distancing
- Limit movements
- Isolate existing cases
- Establish screening protocols
- Establish ongoing dis-infection regime of the living and learning spaces
- Initiate contact tracing
- Brief all personnel
- Maximize home-based study
- If appropriate, advise personnel that are off-site to report directly to the nearest medical testing facility
- Brief all personnel, on-site and off, of the symptoms of the disease and request that they report to their nearest medical testing facility should they show signs of these symptoms
- Review insurance coverage and access to finance

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Symptoms and suspected disease
- Size of the outbreak
- Which of our students, faculty or staff members are showing symptoms? (record total number)
- Have these individuals been isolated
- Where are these individuals located now
- Where are these individuals normally located
- When were symptoms identified
- Who has had contact with these individuals in the past 24 / 48 / 72 hours
- What is their current condition
- What treatment has been provided so far
- Has the accommodation / learning center / clinic / facility been notified and isolated
- What is the primary treatment facility
- Are CDC / WHO in attendance
- Impact on students, faculty or staff
- Immediate intentions

4.09 Arrest

Immediate Management Priorities

- Review the threat environment, particularly as it relates to law enforcement functions in the location where the individual was detained / arrested (IMMEDIATELY NOTIFY INTERNATIONAL SOS who will assist in this effort)
- Identify possible sources of threat in the arrest / detention / arraignment / incarceration or other proceedings
- Coordinate legal support for detainee / arrestee
- Restrict travel and instruct all personnel to "Stand Fast" in their nearest secure locations
- Initiate contact with police, embassy, host(s), and key stakeholders to enlist support
- Initiate contact with the American Chamber of Commerce in the location to enlist support
- Initiate investigations into the cause of the charges and evaluate risk of such charges being leveled against other members of the Baylor University contingent
- Appoint and brief a Family Liaison Officer who will keep the family informed and involved
- Have the Family Liaison Officer contact the individual's family or next of kin to advise them of the situation
- Brief students, faculty, and staff not to challenge the authority or credibility of local authorities but rather to work though the entities noted above for support of the arrestee
- Brief students, faculty, and staff to be on their best behavior at all times so as not to inflame the situation

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Full details of detainee / arrestee – passport, recent photo, next of kin contacts, mobile number, medical conditions, prescription medications, itinerary
- Time individual was detained / arrested
- Where the individual was and what they were doing when they were detained / arrested
- Where they were meant to be going and what they were to have been doing there
- Who was the last individual to see them in person
- To what organization or entity did the arresting officers / agents belong
- Are any Baylor University personnel with them now
- Who has been contacted to assist in gathering information about the charges and assist in facilitating the release of the individual
- Whether the American (or other) embassy should be involved at this point
- Impact on students, faculty and staff – particularly information as to whether any of them are being sought by authorities
- Immediate intentions

4.10 Medical Emergency / Injury / Fatality

Immediate Management Priorities

- First aid being rendered effectively
- Emergency services notified and liaison established / Trip Leader or Designee appointed (IMMEDIATELY CONTACT ISOS who will assist you in this effort)
- Key stakeholders, host(s), partners, embassies, and other affected entities informed
- Senior staff member deployed to site / hospital
- Evacuation operations commenced
- Review insurance coverage
- Investigation initiated
- Statements being written by witnesses
- Identify whether alcohol or drugs were a contributing factor
- Identify whether training standards were a contributing factor
- Identify whether cause was deliberate violent action

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Cause of the incident
- Exact time of the incident
- Exact location of the incident
- Who was present at the time of the incident? (names and contact details of eyewitnesses)
- Names, status and number of casualties, including their condition and location
- Local support resources

4.11 Lost Passport

Immediate Management Priorities

- Contact International SOS for additional support
- Restrict travel and instruct affected individual to "Stand Fast" in their nearest secure location
- Initiate contact with police, embassy, and host(s) to enlist support with both the passport and all visa issues
- Ensure a police report is made
- Request support from the Consular Affairs section of the embassy
- Brief any other University or host personnel to assist the affected individual with sustenance and other necessities until identification information is received
- Overnight a hard paper copy of page one of the missing passport to the individual
- Immediately send an electronic copy of page one of the missing passport to the individual or any other trusted contact who has internet access and printing capabilities

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Full details of missing passport including full name, passport number, date of issue, place of issue, and expiration date
- Time, location, and circumstances surrounding loss or theft of passport
- Who has been contacted to assist in locating or replacing the missing passport
- Whether the police are / should be involved at this point
- Whether the American (or other) embassy has been notified
- Impact on travel, itinerary, learning opportunities
- Full details of missing visas which were in the passport
- Immediate intentions
-

4.12 Lost/Stolen Credit Cards

Immediate Management Priorities

- Initiate contact with police, embassy, and host(s)
- Contact International SOS if support is required to acquire emergency funds
- Brief the affected individual on liaison / support that can be given by the University without Power of Attorney
- Brief the affected individual on requirements and timing for repaying disbursement of emergency funds

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Full details of lost or stolen card – card type, card number, expiration date, full name on card
- Full details of issuing banking institutions – bank name, bank contact information, bank fraud department contact information, bank stolen credit card hotline, bank account information, if card is actually a debit card
- What are the circumstances around the disappearance of the card
- Where and when was the last time the individual saw the card
- Where and when was the last time the card was utilized for an authorized transaction
- What is the information on all authorized transactions over the last 72 hours
- Who has been contacted to assist in locating or replacing the missing card
- Whether the police are / should be involved at this point
- Whether the American (or other) embassy is / should be involved at this point
- Impact on the student, faculty or staff member
- Does the individual require emergency funds
- Immediate intentions

4.13 Civil Unrest

Immediate Management Priorities

- Establish a timeframe in which personnel or locations they inhabit may become at risk (CONTACT INTERNATIONAL SOS IMMEDIATELY to assist in this effort)
- Contact all personnel to determine their location and status
- Ensure all personnel remain inside their current location in a secure part of their building away from windows
- Establish a list of those individuals that cannot be contacted – these individuals are to be considered "missing" if they are not located within the requisite time period. Refer to *Missing Persons Plan* found at 4.01 on page 7 of this document
- What local support is available to escort any "at risk" personnel
- Evacuation routes identified
- Immediate restriction on inbound travel if the situation may continue for the next few days
- Request International SOS Security Specialist / Incident Management Team prepared for deployment to site
- Designate a Family Liaison Officer to establish and maintain contact with the families
- Notify families of the ongoing situation

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Cause of the incident
- Where is the unrest occurring
- Do we have personnel in this immediate area
- In the case of a procession, establish where the demonstrators are headed
- Is the action violent or non-violent
- Is the crowd damaging vehicles or property
- Have weapons been identified in the crowd
- What are the objectives of the demonstrators
- What is the focus of their anger
- What actions are the government security forces taking
- Have all personnel been accounted for
- Impact on students, faculty and staff
- Immediate intentions

4.14 Natural Disaster

Immediate Management Priorities

- Establish timeframe at which personnel or assets may become at risk (IMMEDIATELY NOTIFY INTERNATIONAL SOS who will assist you in this effort)
- Conduct a head count of all personnel (on-site and off) and report individuals that cannot be contacted
- Establish Status Board for all personnel unaccounted, and attempt to contact them and confirm their location and status
- Immediate restriction on inbound travel if the threat is likely to continue for the next few days
- Request International SOS Security Specialist and Incident Management Teams prepared for deployment to site
- Personnel moved into more secure parts of each building
- Contact all personnel that are off-site or mobile and instruct them to move directly to the accommodation, learning site, or other designated rally point (as long as this is safe)
- Be prepared to provide financial assistance to affected personnel
- Consider alternate travel arrangements to move students, faculty and staff to safe areas if transport disrupted
- Consider security of personnel and locations
- Consider alternative (temporary) accommodations and learning sites in the event that primary sites are affected
- Insurance coverage update
- Designate a Family Liaison Officer to establish and maintain contact with affected families
- Notify families of the ongoing situation

Information Requirements

- Establish the facts – who, what, when, where, why, and how (specifics in each case), and record on the Incident Report found at Enclosure A on page 25 of this document
- Has the immediate risk passed, or is it ongoing
- If disaster is impending, what is the expected scale and what areas are likely to be most affected
- Determine whether personnel or assets are in proximity to the incident
- Determine whether any of the University's local partners or other stakeholders may be impacted by the event
- Verify what public services have been affected, if any (electricity, gas, water, transportation, emergency medical services, routine health services, ability to receive prescriptions or other medications in a timely manner)
- Verify what action has been taken
- Impact on students, faculty and staff
- Immediate intentions

4.15 Evacuation

Baylor University's utilization of the International SOS Security Evacuation Service

During mass security evacuation operations, it is Baylor University's responsibility to organize transportation and protection for the movements of its personnel from accommodation or learning locations to the Evacuee Assembly Area. International SOS will organize transportation and protection from the Evacuee Assembly Area to the Port of Departure. International SOS is able to assist through recommending local security and transport providers and monitoring the execution of these operations. International SOS will deploy a Security Specialist and Port of Departure Team to the city, province, or country in-crisis to coordinate the reception, manifesting, liaison with security providers, and other support to evacuees.

If the security situation is too dangerous to move to an airport or other designated POD, International SOS may recommend a 'stand-fast' option, until it is certain that routes are clear and safe to travel. In this situation, Baylor University travelers will be advised to remain in a secure location until the evacuation can commence or continue.

Upon evacuation, Baylor University personnel will be transported to an International Safe Haven. Transportation and accommodation at the Safe Haven are at the expense of Baylor University. However International SOS will make arrangements for transportation and accommodation.

Baylor University's utilization of the International SOS Evacuation Notification System

The three notification levels for any escalating crisis are as follows:

- **Warning.** A Warning level will be initiated when International SOS identifies a threat to travelers in a particular location. Warnings are typically driven by a specific event that has made the threat level increase. A Warning may indicate that non-essential travel to the location should be postponed or cancelled. It may also indicate reduced freedom of movement of local students, faculty, staff, and dependents. The initiation of a Warning should stimulate the assembly of Baylor University's Emergency Management Team(s) and close consideration of the immediate or potential risks to students, staff, property, reputation, profitability, operability, and environment.

- **Alert.** An Alert indicates a high level of risk to people and is issued only in response to events that present a clear danger to the safety of students, faculty, staff, and dependents. An Alert places individuals on notice that initial evacuation arrangements should begin. Typically at an Alert level, non-essential personnel will be withdrawn from the affected area and enhanced security procedures will be implemented for the remaining personnel (if any).

- **Evacuate.** Evacuation Notifications are the highest level of forewarning and issued only when International SOS Security Specialists have determined that it is unsafe for travelers

to remain in country. Any decision to evacuate a country is made in consultation with security professionals, government sources, staff, and clients.

- **Stand Fast.** In situations where the security situation precludes safe movement by road, all personnel will be required to remain in their residences or in the Evacuee Assembly Area until the security situation is resolved and / or the evacuation can continue.

The table at 4.15.1 on page 22 of this document outlines the basic actions required by International SOS, Baylor University's Emergency Management Team(s) and the individual Baylor University travelers at each of the above notification levels.

Evacuation Process

The International SOS evacuation sequence of events is outlined in the flowchart table at 4.15.2 on page 23 of this document.

A Security Evacuation is conducted in the following four stages:

Notification. International SOS will issue Warning, Alert, and / or Evacuation notifications as noted above, in order to inform Baylor University of preparedness requirements and invite communication with the International SOS Regional Security Center leading the management of the situation.

Concentration of evacuees at Evacuee Assembly Areas. Once an Alert Notification has been received, evacuees are advised to move to one of the Evacuation Assembly Areas (EAA) pre-determined for use in that country by CIE for Baylor University leadership, Baylor University Missions Program leadership and Baylor University travelers. International SOS will recommend and coordinate logistic resources for this move as requested.

Move to the Port of Departure. From the Evacuee Assembly Area, once the necessary logistics arrangements are in place and the Evacuate Notification is issued, clearance will be given for evacuees to move forward to the Port of Departure (POD). The International SOS Port of Departure Team will meet the evacuees at a pre-arranged Meeting Point and facilitate ticketing, manifesting, customs clearance, and boarding of the aircraft, ship, or other conveyance.

Evacuation to an International Safe Haven. On arrival at the International Safe Haven or at a secure domestic equivalent, an International SOS Reception Team will provide concierge services to assist with repatriation or accommodation in the safe-haven. SOS is able to assist with the coordination of local security and logistics support where necessary.

If the security situation is too dangerous to move to a Port of Departure, International SOS may recommend a 'stand-fast' option until it is certain that routes and destinations are clear and it is safe to travel. Baylor University should be prepared for this, have an internal plan and resources in place to ensure that their personnel can be appropriately secured for a period of up to 72 hours if circumstances dictate that the evacuation cannot go ahead immediately.

As soon as possible after it has been determined that evacuation is required, Baylor University's Authorized Person(s) should be prepared to provide the following information to International SOS utilizing the "Evacuee Manifests" 4.15.3 on page 24:

- Names of the members to be evacuated
- Evacuee nationalities
- Evacuee passport numbers and expiration dates
- Evacuee visa or residential permit details
- Evacuee gender
- Ages of evacuees
- Name and contact numbers of identified Authorized Person(s)
- Any alternative contact numbers (mobile phone, office, home, etc)

Conclusion

Baylor University should brief all students, faculty and staff on these arrangements prior to departure and again as soon as it is believed the security situation has begun to deteriorate. The procedures outlined in this guide will be used in the event that a security evacuation is necessary.

Baylor University can obtain further advice and explanation of the evacuation procedures at any time by calling one of the three International SOS Regional Security Centers and speaking to the on-call International SOS Security Specialist.

International SOS
24 Hour Alarm Center
Philadelphia
+1-215-942-8226

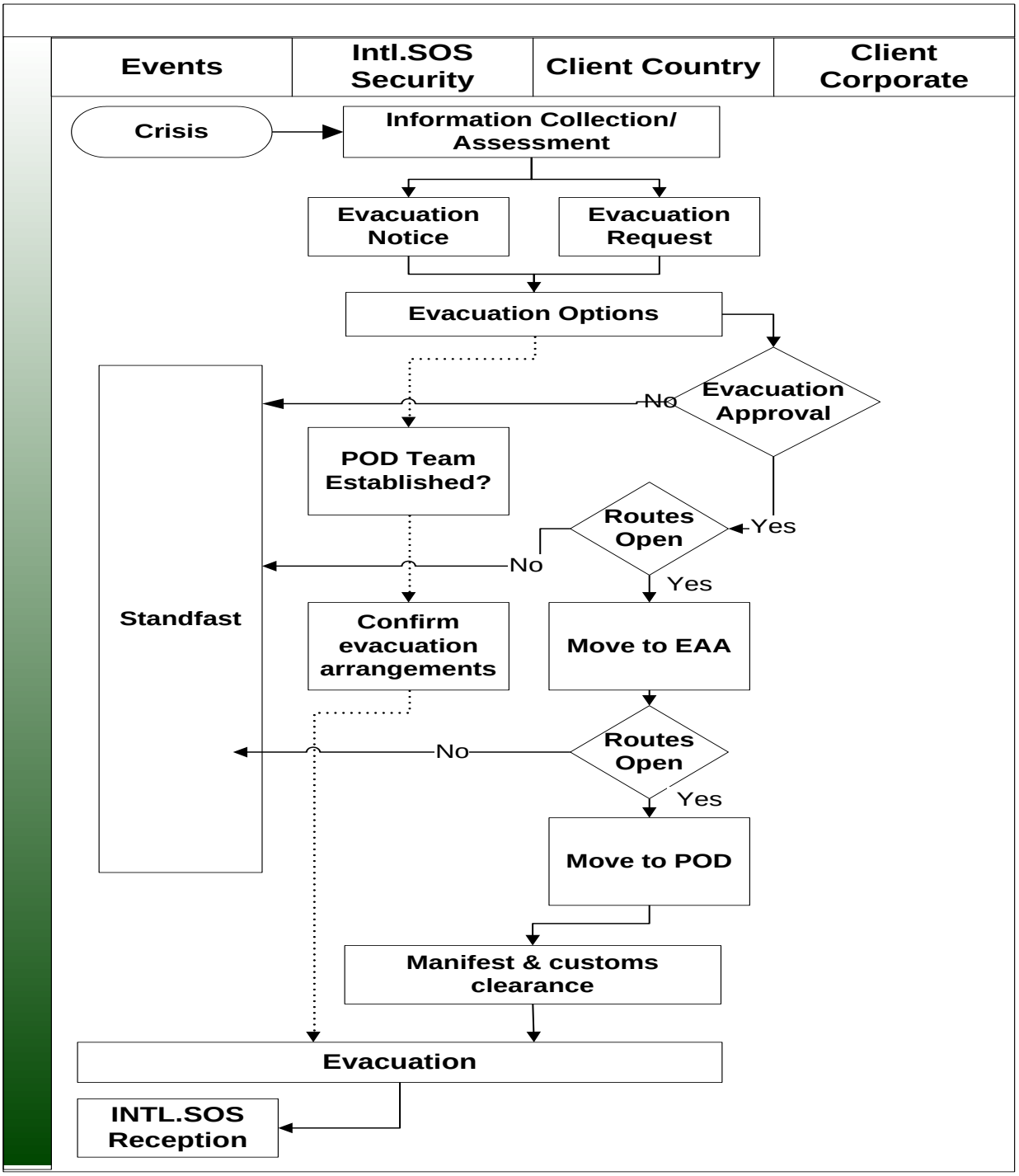
International SOS
24 Hour Alarm Center
London
+44 (0) 20 8762 8008

International SOS
24 Hour Alarm Center
Singapore
+65 6338 7800

4.15.1 Evacuation Action Table

Level	International SOS Actions	Local Management Actions	Individual Actions
Normal	☐ Daily Situation Updates on changes in the security situation. ☐ Security Specialists available 24 hours for staff or management advice.	☐ Annual training for key managers. ☐ Annual briefing to all traveling students, faculty, staff, and key local staff. ☐ Induction briefings to all travelers and dependents.	☐ Attend annual evacuation briefing. ☐ Review and discuss these instructions with your family. ☐ Prepare and maintain an Evacuation Departure Kit. ☐ Register with your Embassy.
Warning	☐ Warning Notification sent by auto email outlining the change in risk level. ☐ Specific guidance provided (on request) to the Authorized Person and local managers on evacuation preparations. ☐ Aircraft are identified and SOS Security Specialists deployed to the country. ☐ Assist with ticketing as required.	☐ Pass on details of the Warning to overseas travelers and those personnel preparing to travel. ☐ Place limitations on further travel to the country. ☐ Confirm personal and next of kin details. ☐ Review itineraries of travelers and consider bringing forward departure date.	☐ Check departure kits and keep key documents with you at all times. ☐ Ensure you have access to a vehicle. ☐ Ensure your mobile phone is fully charged. ☐ You will be instructed to "stand fast" if the security situation is likely to deteriorate rapidly.
Alert	☐ Alert Notification sent by auto email outlining the change in risk level and advising withdrawal of non-essential personnel and families. ☐ Step by step instructions provided to Authorized Person on the evacuation plan. ☐ Client Liaison Group established. ☐ Aircraft on standby and Port of Departure Teams in place. ☐ Coordination of ground transport provided on request. ☐ Assistance provided with the coordination of local security support, if requested. ☐ Detailed quotes provided for all services and authorization is gained through Authorized Persons.	☐ Notify relevant personnel that evacuation is imminent. ☐ In consultation with SOS, Direct employees to move to the Evacuee Assembly Area. ☐ Confirm ticketing through SOS or internal travel system. ☐ Brief all personnel on the move to the Port of Departure. ☐ Move all dependents and non-essential personnel to the Port of Departure once timings are confirmed in preparation for evacuation.	☐ Once directed, collect departure kits and move with all travelers to the Assembly Area. ☐ Evacuees briefed by company staff on the move to the Port of Departure. ☐ Stay in regular contact with your next of kin overseas. ☐ Remain prepared to move immediately to the Port of Departure at short notice. ☐ Non-essential personnel withdraw or relocate under control of the university.
Evacuate	☐ Evacuation Notification sent by auto email. ☐ Call made to the Authorized Person to advise key timings and current situation. ☐ Final coordination of security escort completed. ☐ Go given for move to Port of Departure. ☐ Port of Departure team track movement of evacuees to the airport, receive and manifest, then escort to aircraft. ☐ Reception team greets evacuees on arrival and coordinates all accommodation and transfer arrangements.	☐ Notify all remaining staff of timings for evacuation. ☐ Assist traveler to finalize all ground transport arrangements. ☐ Confirm ticketing through ISOS or internal travel system. ☐ Brief staff on the process for the move to the Port of Departure. ☐ Advise staff to move to the Port of Departure once timings are confirmed.	☐ Remaining staff will be briefed by company staff on the move to the Port of Departure. ☐ Stay in regular contact with your family and next of kin overseas. ☐ Remain prepared to move immediately to the Port of Departure. ☐ Evacuate under the control of the university managers and International SOS.

4.15.2 Evacuation Flowchart



4.15.3 Manifest Detail Required

Full Name	Date of Birth	Gender (M/F)	Nationality	Passport # & Expiry date	Special conditions (Medical/Dietary)

4.16 Displacement

In the event Baylor personnel are displaced from assigned housing, contact the local housing liaison who will coordinate with the Baylor Study Abroad office. If the local housing liaison is unavailable, contact International SOS if support is required to acquire alternate housing.

Enclosure A: Incident Report

INCIDENT REPORT				
Initial				
( ) DEATH	( ) INJURY	( ) FIRE	( ) PROPERTY DAMAGE	( ) OTHER
Site:		Date/Time of Report:		
Reported By:		Phone:		
Incident Date:		Incident Time:		
Location of Incident:				
DESCRIPTION OF INCIDENT				
Photos Attached: ( ) Yes ( ) No				
NOTIFICATIONS & TIME				
( )	EMS/Paramedics:		( )	Fire Rescue:
( )	Police/BPD::		( )	Incident Manager:
( )	EOC:			
Hospital(s):				
SITE IMPACTS				
Number of Casualties:		Fatalities		Injuries
Types of Injuries:				
Property Damage	( ) Major	( ) Moderate	( ) Minor	( ) None
Emergency Repairs: Vendor Name & Amount:				
Costs Incurred: (Attached Estimates)				

COMMUNITY IMPACTS						
Number of Casualties:		Fatalities		Injuries		Missing
Types of Injuries:						
Property Damage	( ) Major	( ) Moderate		( ) Minor		( ) None

SUMMARY OF RESPONSE OPERATIONS						
Underway:						
Protective Actions:						
Evacuation:	( )	Complete	( )	In Progress	( )	Not Currently Required
Planned:						
Protective Actions:						
Evacuation:	( )	Complete	( )	In Progress	( )	Not Currently Required
Incident Manager:				No. of Baylor Personnel Responders:		

NOTIFICATION POINT					
Report Taken By:		Title:		Date/Time:	
( )	Report Transmitted to IMT		Date/Time:		

INCIDENT REPORT

Update

Site:		Date/Time of Report:	
Reported By:		Phone:	
Date/Time of Initial Incident Report:			

DESCRIPTION/STATUS OF INCIDENT

CASUALTIES

Name:		Students	Faculty / Staff	Public	Fatality	Injury	Missing
1.		☐	☐	☐	☐	☐	☐
2.		☐	☐	☐	☐	☐	☐
3.		☐	☐	☐	☐	☐	☐
4.		☐	☐	☐	☐	☐	☐
5.		☐	☐	☐	☐	☐	☐

WITNESSES

Name and Address:		Phone Number:	
1.		1.	
2.		2.	
3.		3.	
4.		4.	

UPDATE – SITE IMPACTS

Number of Casualties:		Fatalities		Injuries		Missing
Types of Injuries:						
Property Damage	( ) Major	( ) Moderate		( ) Minor		( ) None
Emergency Repairs: Vendor Name & Amount:						
Costs Incurred: (Attached Estimates)						

UPDATE – COMMUNICTY IMPACTS						
Number of Casualties:		Fatalities		Injuries		Missing
Types of Injuries:						
Property Damage	( ) Major	( ) Moderate		( ) Minor		( ) None
Costs Incurred: (Attached Estimates)						
Emergency Repairs: Vendor Name & Amount:						

SUMMARY OF RESPONSE OPERATIONS						
Underway:						
Protective Actions:						
Evacuation:	( )	Complete	( )	In Progress	( )	Not Currently Required
Planned:						
Protective Actions:						
Evacuation:	( )	Complete	( )	In Progress	( )	Not Currently Required
Incident Manager:				No. of Baylor Personnel Responders:		

NOTIFICATION POINT					
Report Taken By:		Title:		Date/Time:	
( )	Report Transmitted to EOC		Date/Time:		

Enclosure B: Bomb / Threat Record

Threat Details	**Threat Language**		
Exact wording of the Threat/Demand	□	Well educated	
	□	Foul	
	□	Abusive	
	□	Incoherent	
	□	Irrational	
	□	Taped message	
	□	Message read	
Questions to Ask	**Background Noises**		
When is the bomb going to explode?	□	Street noises	
	□	Public address system	
	□	Voices	
Where is the bomb right now?	□	Domestic	
	□	Music	
	□	Crockery	
	□	Motor vehicle	
What does the bomb look like?	□	Train	
	□	Aircraft	
What kind of bomb is it?	□	Machinery	
	□	Animals	
What will make the bomb explode?	□	Factory	
	□	Local call	
Did you place the bomb?	□	Long-distance call	
	□	Static	
Why?	**Other Details of Caller**		
	Est. Age		Sex: Male / Female
Where are you now?	Race/Ethnic Group		
Who do you represent?	**Call Details**		
	Start Time		
What is your name?	End Time		
	Phone Number		

Caller's Voice					
□	Calm	□	Sick	□	Deep
□	Angry	□	Soft	□	High-pitched
□	Excited	□	Loud	□	Ragged
□	Slow	□	Slurred	□	Disguised
□	Rapid	□	Stutter	□	Accent
□	Laughter	□	Lisp	□	Familiar - who?
□	Crying	□	Nasal	□	
□	Other				

Recipient	
Full Name	
Work Number	
Mobile Number	
Action: Report Immediately to	
Corporate EG Leader	
Region Security Center	