



Emergency Preparedness Plan (EPP) Awareness Training: Mechanical Engineering Department

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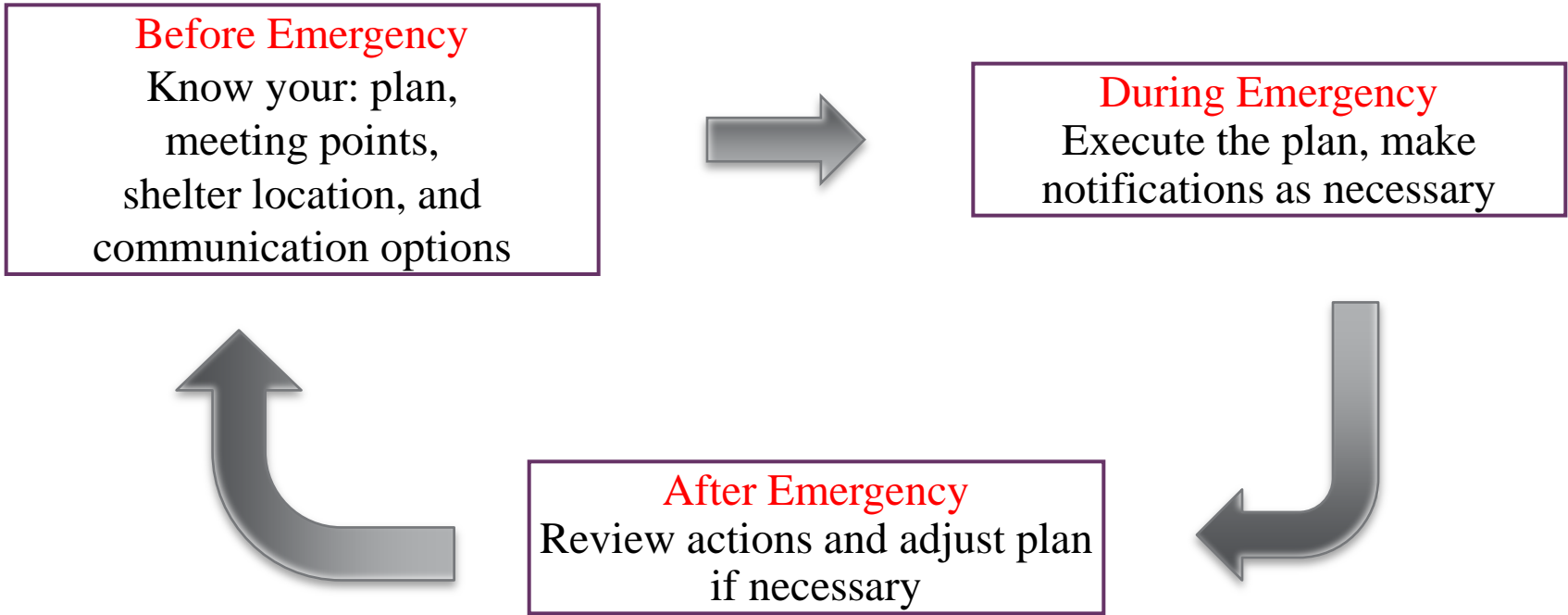
based on presentations by Rosa Liberman (BCS) and Joe Glogowski (BE/DMSE)

+ Emergency Preparedness: Incident Response

- **Emergency preparedness is everyone's responsibility** and involves:
 - Considering the range of emergency situations that can affect our Department's short-and-long term ability to function; and,
 - Identifying how we will – in this order –
 - 1) protect life safety via evacuation, shelter-in-place or defensive action
 - 2) stabilize conditions to prevent further health or environmental hazard
 - 3) protect/mitigate damage to property
- Emergencies have their own life cycle, with “before”, “during” and “after” sequences



Emergency Preparedness Life Cycle



The MechE Emergency Preparedness Plan (EPP)

MechE EPP submitted 02.2016 - Microsoft Excel

G114 MechE will have no formal Evacuation Wardens. Instead, we expect each occupant, especially lab members, to be responsible for each other. For instance, if a lab member has seen another member at any time during that

EMERGENCY PREPAREDNESS PLAN (EPP) - DEPARTMENT ORGANIZATION and SUCCESSION

Emergency Preparedness Coordinator (EPC) name: Daniel C. Herrick
 Emergency Preparedness Coordinator (EPC) Telephone: 617-253-2338; cell 781-738-1531
 Emergency Preparedness Coordinator (EPC) name: Mike Kane
 Emergency Preparedness Coordinator (EPC) Telephone: 617-253-7202; cell 213-507-3852
 Emergency Preparedness Coordinator, E38: Tim Downes
 Emergency Preparedness Coordinator (EPC) Telephone: 617-253-7138; cell 617-335-3990

Department Headquarters Emergency Structure

Name and Role	Office Location	Primary #	Alternate #	Name of Backup	Backup Location	Primary # - Backup	Alternate # - Backup
Department Head							
Professor Gang Chen	3-174	(617) 253-3523	(978) 369-4078	Professor John Leonard	1-104	(617) 253-5305	(617) 285-4939
Associate Head for Research							
Professor John Leonard	3-258a	(617) 253-5305	(617) 285-4939	Professor Anette "Peko" Hosoi	3-262	(617) 253-4337	(617) 821-7790
Associate Head for Education							
Professor Anette "Peko" Hosoi	3-262	(617) 253-4337	(617) 821-7790	Professor John Leonard	3-258a	(617) 253-5305	(617) 285-4939
Administrative Officer							
Sucharita Berger Ghosh	1-104	(617) 253-4038		Mike Kane	5-040	(617) 253-7202	(213) 507-3852
Facilities Coordinator							
Mike Kane	5-040	(617) 253-7202	(213) 507-3852	Dan Herrick	3-449g	(617) 253-2338	(781) 738-1531
EHS Coordinator							
Dan Herrick	3-449g	(617) 253-2338	(781) 738-1531	Mike Kane	5-040	(617) 253-7202	(213) 507-3852
Maker Czar							
Professor Martin Culpepper	35-237	(617) 452-2395	(978) 317-9676	Prof Jung-Hoon Chun	35-233	(617) 253-1759	(978) 443-1747
Director, LMP							
Prof Jung-Hoon Chun	35-233	(617) 253-1759	(978) 443-1747	Professor Martin Culpepper	35-237	(617) 452-2395	(978) 317-9676
Director, MIT Sea Grant							
Prof Chryssostomos Chryssostomidis	E38-330	(617) 253-7131	(617) 822-9346	Prof Michael Triantafyllou	5-226	(617) 253-4335	(617) 253-9614
Asst Director Admin, MIT Sea Grant							
Tim Downes	E38-303	(617) 253-7138	(617) 335-3990	Trudi Walters	E38-300	(617) 253-9313	

Department PIs/Supervisors	Office Location	Primary #	Alternate #	Administrative Assistant	Location	Primary #	Backup to PI	Location	Primary # - PI Backup	Alternate # - PI Backup
Abeyaratne, Rohan	3-366	(617) 253-0066		Debra Blanchard	3-264	(617) 258-5808				
Akylas, Triantaphyllos R	3-362	(617) 253-5356	(617) 527-2592	Laura Canfield	3-355	(617) 452-4123				
Anand, Lalit	1-310E	(617) 253-1635	(781) 821-9353	Christina Spinelli	1-310	(617) 253-5328				
Annaswamy, Anuradha M	3-348	(617) 253-0860	(617) 332-0539	Tony Pulsone	1-304	(617) 253-2294				
Anthony, Brian	35-130	(617) 324-7437	(617) 821-5378	Samantha Young	35-231	(617) 715-2158				
Asada, Haruhiko	3-346	(617) 253-6257	(781) 259-5907	Yvette Lai	3-349	(617) 253-2204				
Baggeroer, Arthur B	5-206A	(617) 253-4336	(617) 945-7258	Geoff Fox	5-204	(617) 253-9344				
Barbastathis, George	3-461C	(617) 253-1960	(857) 277-1860	Irina Gaziyeva	3-461	(617) 253-5592				

The Department wishes that

Organization & Responsibilities | Communications and Alarms | Ignition Sources | Evacuation | Shelter-in-Place | Sheet1

Ready | 100% | 2:14 PM 3/11/2016

+ Roles & Responsibilities (or who does what?)

- **MIT Police (1st on scene – building access control)**
- **Cambridge Fire Department (CFD) – (Incident Management)**
- **Facilities**
- **EHS**
- **Emergency Management**
- **MIT Medical**
- **Emergency Preparedness Coordinator**
- **Evacuation Wardens (previously known as Fire Marshals)**
- **Evacuation Assistant**

+ Roles & Responsibilities:

First responders

- **MIT Police (MIT PD)**
- **Cambridge Fire Department (CFD)**

- **Facilities**
- **EHS**
- **Emergency Management**

- **MIT Medical**

First responders
Building Access Control
Incident Management

Other agencies may respond

- Cambridge Police Department
- FBI
- Professional EMTs

“Consultants”
Take charge of scene from first responders
Update EPPs
Prepare ERDs

E23: Open 7 AM – 11 PM
On call 24/7: 617-253-4481
Student EMTs



Roles & Responsibilities Emergency Preparedness Coordinator



- Assemble & Update the EPP
- Train Department Personnel on the EPP (OSHA Requirement)
- Assist in communications during an emergency
 - Notifications through Department mailing list
 - Interface between Department and MIT Emergency Response
 - Report to Incident Commander when buildings are affected
 - Stay in touch with the evacuation wardens, that will relay info to you
 - Help coordinate extended response if situation requires

+ Roles & Responsibilities:

Evacuation Warden

Everyone in MechE is their own evacuation warden.

Some things you can do in an alarm situation:

- Herd people out during evacuation (without jeopardizing your own safety) – **TREAT ALL ALARMS AS REAL**
 - Remind people to (IF time allows)
 - Close windows and doors
 - Turn off equipment (if necessary)
 - Take keys, wallets, coats, laptops
- Note location of fire/smoke/emergency situation, if obvious
- Go to meeting area
 - Report to EPC/incident commander
 - Do a head count of people from your area
 - Inform EPC/Incident commander if people stayed in the building
 - Update personnel as information becomes available



Roles & Responsibilities: Evacuation Assistant & Horizontal Evacuation



During Evacuation or Shelter-in-Place:

- Escort mobility impaired individual to safe location
 - Typically fire-rated stairwell/area of refuge
 - Do not bring individual to atrium/open area
 - For shelter-in-place follow general instructions

- Communicate information to evacuation warden/responders
 - Report to EPC/Incident Commander
 - Notify Cambridge Fire/MIT Police of individual's location



Communications



- Campus-wide emergency notification systems
 - MIT Alert
 - SNOW line (617-253-SNOW (7669))

- Department-specific notification methods
 - Me-all, etc

- Communications within your group: How will your group communicate between each other to make sure everyone is safe?
 - Buddy system
 - Group email/phone list: is everyone's contact info handy?



Emergency Preparedness Plan Scope: Multi-Hazard Framework: Why?



Flood: #1 cause of insurance claims across Campus

Fire: Toaster ovens, microwaves, lithium batteries

Gas Leak/Ventilation Outage: has happened on campus in 2015-16

Power / IT Outage: Several unplanned lately; planned outages frequent

Severe Weather: Winter 2014-2015 // Hurricane Sandy (2012) // Tornado

Earthquake: Occasionally (8/23/11)

Public Health/Medical Emergency: H1N1, Ebola, Zika...

Violent Intruder/Active Shooter: Hoax February 2013; April 18 2013

Bomb/Suspicious Package: has happened on campus in 2015-16

Emergency Preparedness Plan Scope: Multi-Hazard Framework

Multi-hazard evacuation and preparedness instructions (11 hazard types)

- Assembly areas
- Shelter in place instructions
- Evacuation Route Diagrams (ERDs) aka “egress maps”
 - Maps are consistent all across campus
- Look for **EXIT** signs in corridors

If the building has been evacuated for a chemical or other spill, do NOT leave the designated meeting area until cleared by Cambridge Fire Department or the MIT Incident Commander. If the possibility exists that individuals were exposed or contaminated, medical attention may be necessary.

Give any information about the fire, any injuries, or anyone who might still be in the building, to any of the following: your EHS Representatives, your EHS Coordinator, Department/Building Emergency Coordinator, emergency volunteers, supervisor, Incident Commander, MIT Emergency Response Team (ERT), or MIT Campus Police. Look for the “white hat.” The Cambridge Fire Department IC and MIT’s ERT IC will both have white hats.

Do not re-enter the building for any reason until the Cambridge Fire Department, MIT Campus Police, or the MIT EHS Office indicate it is safe to do so.

If you can not leave the building because all exits are obstructed:

If there is dense smoke, crawl or stay low to the floor where there is cleaner and cooler air.

Get to a phone in a smoke-free room, dial 100 or (617) 253-1212, and let the dispatcher know where you are. Do not hang up until the dispatcher instructs you to do so

Do not run if your clothes catch fire. Drop to the floor and roll back and forth to smother flames. Call for help. Rescuers can smother the flames by wrapping a blanket, coat, sheet, or rug over the victim.

If your area experiences a flood from a ruptured plumbing line, natural disaster, or uncontrolled leak from an overhead or adjacent room, follow these steps:

- (1) DO NOT make contact with the water;
- (2) IF possible, shut off electrical equipment;
- (3) evacuate the building in a direction that is AWAY from the flooding source; and
- (4) from a safe location, report the incident to the Operations Center (617-253-1500) or contact 617-253-4948 (FIXIT) if the flooding source is from a plumbing or building structural source.

Loss of water will compromise fire suppression systems and safety showers/eyewashes. A steam outage will compromise comfort heat along with cooling systems for laboratory equipment. Occupants in laboratories or other spaces where flammable, corrosive, toxic chemicals are used should evacuate in the event of loss of water. An attempt should be made to stabilize or power off experiments provided this can be done without compromising the individual’s personal safety. Similarly in the event of a steam outage, laboratory equipment should be shut down and secured. For more information, see the Emergency Preparedness is Everyone’s Responsibility website.



How can you summon help?

- Phone
 - 100 (Campus Phone)
 - 617-253-1212 (from cell, non-MIT phone)

MIT Police can respond to any part of campus within a couple of minutes after someone calls. *This includes leased buildings.*



**WHY SHOULD YOU
NOT CALL 911 FROM
ANYWHERE ON
CAMPUS???**



When Reporting an Emergency



- Call from a safe (smoke-free) location.
- Clearly state your name, type of emergency and location (building number and room).
- Answer all of the dispatcher's questions and follow instructions to activate the fire alarm, etc.
- Wait until the dispatcher hangs up.



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- Fire call box / pull station



+ Fire Alarm Pull Stations: Not Just for Fires

- Fire alarm pull stations let building occupants know they need to leave because of :
 - Fire/smoke
 - Suspected gas leak
 - Other hazardous situation (chemical spill etc)
- As you evacuate, activate a fire alarm pull station by pulling down lever
- **Where are the fire alarm pull stations?**
 - Fire alarm pull stations are near every exit door leading to the stairway and near the building exits.





How can you summon help?

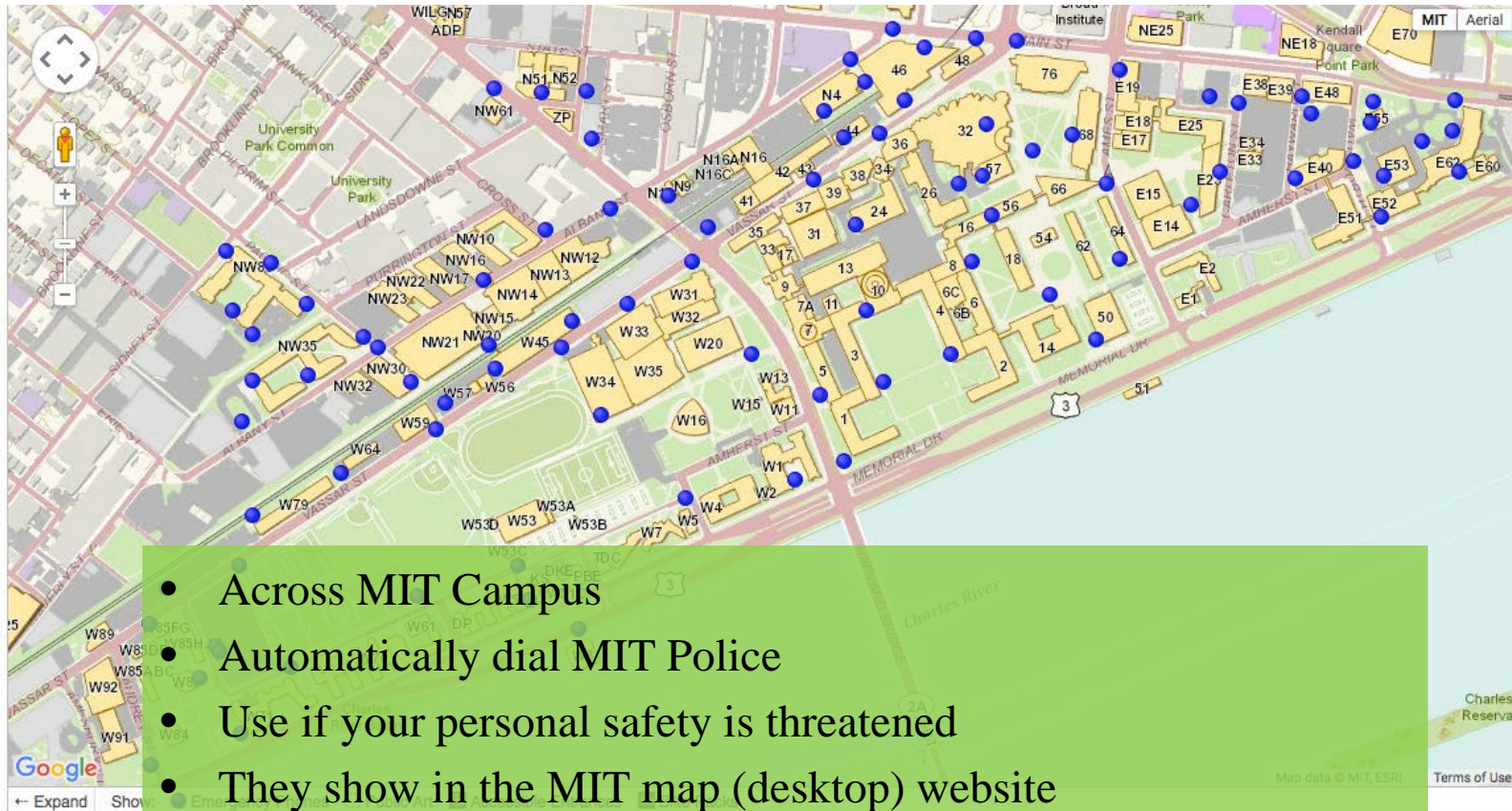
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- Fire call box / pull station
- **Police call box (blue phones)**



+ Calling in an Emergency: MIT's Blue Phones





Note that there can be other types of alarms in the building

- Gas monitoring system alarm (building 31, 35)
- Security alarms
- Other lab equipment alarms
- Beeping from fire alarm panel of unknown origin
 - This is registered at MIT Operations Center





Emergency Route Diagram (ERD)



- Since people are all over campus, maps are consistent across campus
- You should always look (not only at MIT but in your everyday life as well) for two emergency exits, wherever you are



Because you know it's “when” not “if”: Learn Evacuation Routes

- Review the evacuation map, which is posted near every **exit** staircase (**not architectural stairs**).
- Find 2 ways out: locate the exit door closest to your office and also find an alternate exit. (You can do this in your personal life also!)
- Walk both routes and check if anything is blocking the corridor or the exits (if so, report this).

Note: *The massive loss of life from the 2003 Station Nightclub fire was due to most occupants relying on the front door exit.*

+

Before Opening a Door to the Corridor or Stairway



Can you see
or smell Smoke? >



<Is the door Hot?



Then Open Door>



Created by Joe Glogowski

Emergency Preparedness is Everyone's Responsibility



What If Exit Routes Are Blocked by Smoke?



- Stay low to floor where the air is cooler and there is less smoke. Move away from dense smoke, do not try to go through it.
- Go to a smoke-free room with a window.
- Dial x100 or 617-253-1212.
- Identify your location on the window – mark an “X”.
- Minimize smoke infiltration. Place a towel, blanket, jacket, etc. along the base of the door. Or use duct tape to seal the door.



Once Outside the Building



- Go to the designated assembly area
 - Good/fair weather – exterior assembly points
 - Poor/extreme weather – interior assembly points
- Make sure everyone from your group who you know was in the building has made it out safely
- IF you know of somebody that needs help, make **YOUR** way to a safe location and inform you're an Emergency Responder and/or the Incident Commander who should have on a **WHITE HELMET**
- **DO NOT** return to the building until the **ALL CLEAR** is given!!!
 - Typically a message on MIT Alert, or message from the MIT Operations Center

+ MechE Assembly Areas



Building	Exterior Assembly Point A	Exterior Assembly Point B	Interior Assembly Point A	Interior Assembly Point B
1	Memorial Drive	Killian Court	Lobby 7	Lobby 10
3	Killian Court	Courtyard between Buildings 11 & 13	Lobby 7	Lobby 10
5	Mass Ave towards Memorial Drive - end of Building 1	Kresge Oval	Lobby 7	Lobby 10
7	Mass Ave in front of Building 9	Kresge Oval	Lobby 10	W20
31	Mass Ave in front of Building 37	Vassar St in front of Building 37	Lobby 37	Lobby 34
35	grassy area in front of W31 & W20 (traffic semi-circle)	Mass Ave in front of Building 5/1	Lobby 37	Lobby 7
41	139 Mass Ave. Visitor Lot	Vassar Street (towards Bldg 43)	Lobby 35	Lobby 37
48	Across Vassar Street in front of Stata (Bldg 32)	Along Main Street in front of Bldg 46	Lobby 46	Stata Student Street
E34	Hayward St. Lot	corner of Carleton St and Amherst St	E23 Atrium (by MIT Medical)	E40 Lobby
E38	Hayward St. Lot	Kendall Lot	E23 Atrium (by MIT Medical)	E15 Lobby (Media Lab)
NW14	Albany Street	Massachusetts Avenue Lot	NW21	NW22
NE47	Tech Square Lawn	Green Area near Portland St	NE45 Lobby	Lobby 76
NE45	Tech Square Lawn	Green Area near Portland St	NE47 Lobby	NE49 Lobby



Evacuate vs. “Shelter in Place”



Evacuate (LEAVE!) if

- Fire
- Spill (major) or incompatible reaction of a hazardous material
- Flooding
- Natural Gas Leak

“Shelter in Place” (seek refuge indoors)

- Sudden Severe Weather
- Earthquake
- *Bomb Threat or Suspicious Package: Follow MIT Police instructions

+ “Shelter in Place” VS “Defensive Action”

Shelter –in-Place

- Typically agent that cause harm
 - Lightning, tornado/funnel cloud
 - Hazmat: Dirty bomb/Bio-Rad
 - Natural Gas Leak
 - Outdoor fire
- Stay away from/seal windows
- Convene in interior rooms
- Close off air intakes to outdoors

Defensive Action

- Violent Intruder (commonly called Active Shooter)
 - Goal : stay out of sight of a person or group who intend to cause bodily harm
 - Grouping people together is discouraged, increases mass injury/casualty potential
- Options (in order)
 - RUN
 - HIDE
 - FIGHT



Violent Intruder (aka Active Shooter) Incident Awareness Training



- course provides instructions on how to personally prepare for and appropriately respond in the event of a violent intruder/active shooter
- point-by-point instructions provided by the MIT Police Department, the Emergency Management Office
- features a video prepared by the Department of Homeland Security and the City of Houston, Texas depicting an active shooter event in a busy office building
- available as a web course through the Learning Center

+ Medical Emergencies

- Medical emergency (seizure, heart attack/stroke, sudden paralysis/loss of movement, loss of blood, unconsciousness)
 - dial x100/617-253-1212
 - Have someone stay with the individual, keep them awake
 - Clearly indicate to Dispatch your location (bldg/room #, street address if outdoors)
 - If the medical emergency is a work-related injury, be sure the individual's PI/Supervisor submits the online injury report to MIT EHS
- MIT has Automated Emergency Defibrillators (AEDs) installed throughout campus; closest are in Infinite Corridor, MIT PD also carry AEDs in cruisers.
 - You must be trained to operate AEDs – use with CPR



Severe weather during work day (i.e. suddenly threatening weather)



- REMAIN CALM AT ALL TIMES
- Stay alert, listen for warning through media device
 1. If outside → move inside as quickly as possible
 2. If tornado warning → move to interior room or basement
 3. If floor shakes → take shelter under desk or heavy table covering your head
 4. Hurricanes, tornados, earthquakes → avoid upper floors, large glass areas, windows
 5. Severe lightning/hurricanes → move inside, stay away from trees, power lines, electrical equipment, windows
 6. Listen for evacuation directions



When coming back to your space after an evacuation/emergency/severe weather event...



- return to your location if it has been deemed safe to do so;
- survey your area and report any structural or equipment damage to your EPC (if EPC then report to Facilities Manager);
- watch for emerging gas leaks, electrical system damage, and sewer/water line damage;
- stay away from any downed power lines. Do not handle live electrical equipment in wet areas; and
- be sure power is off before entering flooded areas.



Keep Our Hallways Clear and Safe



- *Minimum clearance: corridors, 44 inches; offices/labs, 36 inches*
- Facilities has suspended disposal costs for items over 50 pounds (furniture, white goods)
- Please submit a work order through Atlas Campus tab, if you have items that need to be removed from a hallway (also a office or lab). Tape the work order to the item.
- Custodians will take any item that is less than 50 pounds that is labeled **TRASH**.



MIT Emergency Numbers

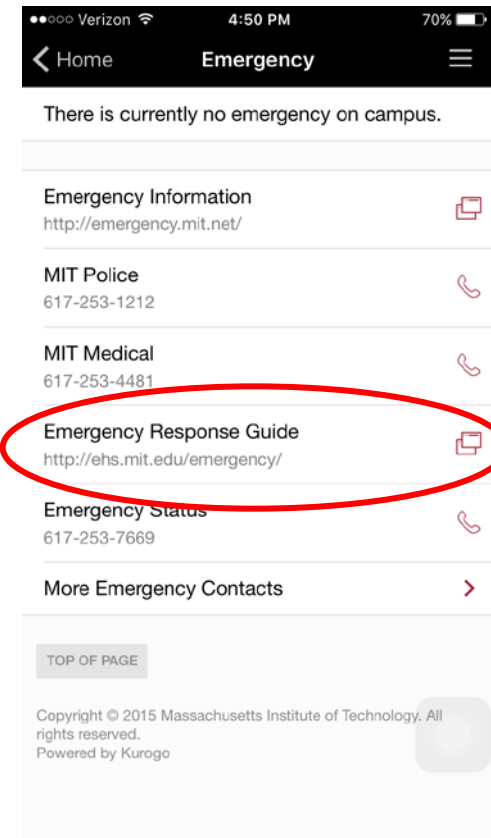
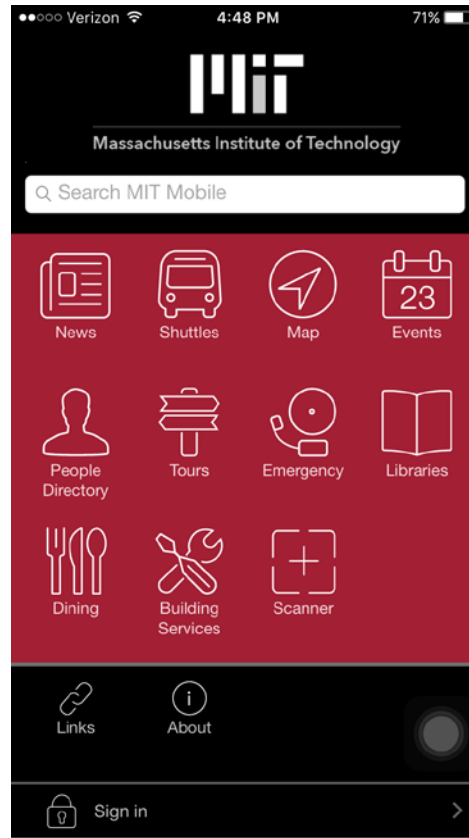
MIT Police Emergency Number	EHS Office (Environment, Health & Safety)	MIT Medical Urgent Care	Facilities Emergency Number
100 or 617-253-1212	617-452-3477 (x2-EHSS)	617-253-4481	617-253-4948 (FIXIT)
24/7	8am – 5pm week days After hours and weekends dial x3-4948 & request EHS on-call	24/7 advice line 7am – 11pm daily for walk-in at Bldg E23	24/7
<p>Medical Emergency/ Ambulance:</p> <ul style="list-style-type: none"> Life-threatening injury or exposure <p>Fire Department:</p> <ul style="list-style-type: none"> Fire Explosion MAJOR chemical spill <p>Police:</p> <ul style="list-style-type: none"> Intruder Suspicious activity Workplace violence Suspicious package Bomb threat Theft Vandalism 	<p>EHS issues requiring immediate attention:</p> <ul style="list-style-type: none"> MINOR chemical spill advice [For MAJOR chemical spill, always dial 100.] Biological or radioactive material spill assistance Strong odor or other air quality concern Exposure concern Report extinguished fire Report chemical release to drain (small quantity) 	<p>Emergency Medical: for immediate assistance, always dial:</p> <ul style="list-style-type: none"> 100 617-253-1212. <p>Non-emergency Medical: for advice or to make appointment for medical attention dial:</p> <ul style="list-style-type: none"> 617-253-4481. 	<p>Emergency building issues or immediately hazardous situation for Facilities repair:</p> <ul style="list-style-type: none"> Natural gas odor Electrical problems Water leaks Bathroom overflows Fire alarm questions Fume hood/BSC problem Door/lock issues Cold/warm room issue Elevator problems Wet floor Non-chemical odors HVAC (heat, vent, A/C) Broken windows

Rev. 6/10/14 bje/clkc

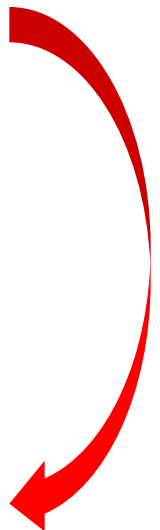
+ Before an Emergency

There's an app for that 😊

Look for
"MIT Mobile"
In the App Store (iPhone)
or Google Play (Android)



Takes you to the
Emergency Response
Guide





EMERGENCY NUMBERS



Fire/Medical/Police call MIT Police **100 or 617-253-1212**

Facilities Operations Emergency Service Request **FIXIT 617-253-4948**

EHS After Hrs Emergency **617-253-4948** 8-5 Business Hrs **617-452-3477**

STAY CALM AND FOLLOW INSTRUCTIONS

FIRE



Immediate Action

- PULL FIRE ALARM
- Alert Others
- Evacuate
- Call MIT Police from a safe location.

Additional Information

- Do NOT use elevators.
- Close Doors as you leave.
- Feel Doors with the back of your hand. Do NOT open doors that hot.

Wait for Emergency Personnel at the Department's (Emergency Preparedness Plan) designated **Waiting and Meeting Area** to provide any useful information:

- Fire Location,
- What happened,
- If there are injuries, and
- Your name, location, and telephone number.

Facilities Operations Emergency



EMERGENCY SERVICE REQUESTS
DIAL **FIXIT (3-4948)** from any campus telephone. Press "1" to speak with someone immediately.

- After Hours HAZMAT incidents
- Gas or Burning Odor
- Burst Pipe
- Elevator Entrapment
- Loss of Utilities, such as:
- Electrical
- Chilled Water
- Any situation that may pose an immediate threat of serious injury to personnel or damage to property.

Medical Emergency



FOR LIFE THREATENING SITUATIONS OR MENTAL HEALTH EMERGENCIES

Call MIT Police

Examples of life threatening emergencies:

- Serious injuries or burns
- Poisoning
- Unconsciousness
- Shock
- For non-life threatening situations dial MIT Urgent Care: 617-253-4481 - 24 hours/day
- Urgent care walk in service 7a.m. – 11 p.m. E23

HAZMAT Spill



MAJOR SPILL - Major hazardous material and waste spills **CALL** Police(100 or 617-253-1212) and also report incident to your supervisor.

MINOR SPILL - Minor hazardous materials or waste spills that present no immediate threat to personal safety, health, or the environment. Call EHS (617-252-3477)

Do You Know

- emergency exit locations?
- fire alarm locations?
- blue light phone locations?
- assembly area locations?
- emergency and safety shower locations?
- Your DLC's Emergency Preparedness Plan?

SCAN



and GO

Active Shooter



Silence Cell Phone

RUN (Evacuate the area if safe to do so)

- If the sound of gun shots are far away and you can safely access an exit
- **GET OUT!** Leave immediately and get away from the MIT Campus
 - Notify MIT Police
 - Get updates from www.emergency.mit.edu

HIDE (Take immediate refuge)

- If you feel the shooter is close to you and you cannot safely exit the building
- Lock doors, use door stops, bar door with desks, turn off lights.
 - Search for objects that can be used as weapons
 - Call Police via land line
 - MIT Police can trace where you are.

FIGHT (Attack the shooter)

- If the shooter has entered the room you are in:
- Obtain improvised weapons (scissors, letter opener, fire extinguisher)
 - immediately attack shooter, direct your attack at his/her head/face
 - Do not attempt to plead or bargain with the shooter

Threats



The person who receives the call/package/threat should remain in the area to talk to the MIT Police Officers when they arrive.

SUSPICIOUS PACKAGES

- Do not touch or disturb object
- Move to a safe location and contact MIT Police
- Use a landline / **NO CELL PHONE USE.**
- Tell MIT Police what makes it suspicious to you.
- If told to evacuate, look around for anything else suspicious and report.

PHONE THREATS

- Remain calm and try to obtain as much information as possible from caller
- Obtain an accurate description of what the caller said and try to obtain as much information as possible. (Where, When, What, Who, distinctive speech, accent, sex, background noises)
- Record the number indicated in caller ID
- Contact MIT Police



Remember, Emergency preparedness is everyone's responsibility



- Know your assembly areas
 - Communicate these to new people as they join the group
- Know how to summon help
- Know how to respond to different types of emergency situations



Thanks!!!!

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