

Christian Brothers University

Crisis Management Plan

Updated – July 2021 Department of Campus Safety - Plan 6

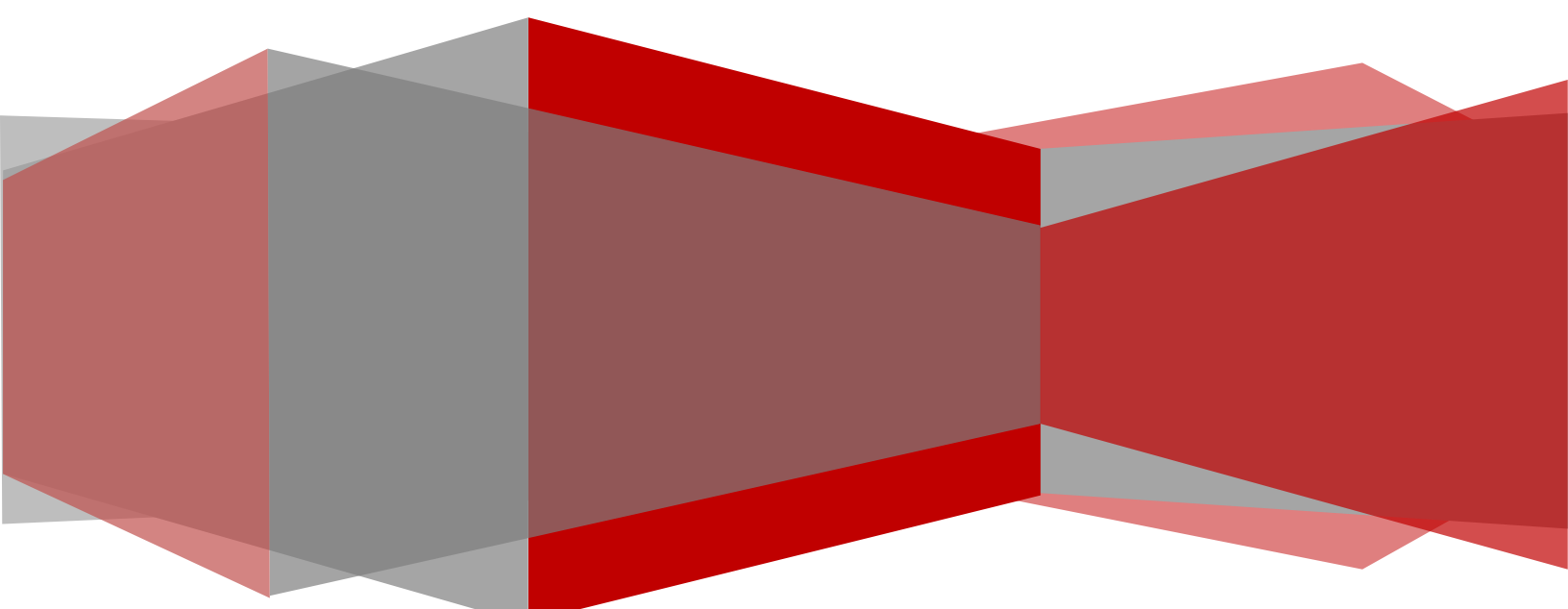


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1. Introduction

The President of Christian Brothers University (CBU) has primary responsibility for effectively managing any crisis that might occur on or affect the CBU campus. Disasters or emergencies can happen suddenly, creating a situation in which the normal staff support services for the University can become overwhelmed. During crises, the University requires special programs to address the needs of emergency response operations and recovery management. To address such emergencies, CBU has established these emergency response procedures, that provide guidelines for the management of the immediate actions and operations required to respond to an emergency or disaster. The overall priorities of the University during a disaster are the protection of lives, valuable research, property, the community, and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring University academic and research programs and services. This document represents the Campus Crisis Management Plan, which encompasses the facilities, services and administration of the CBU campus.

2. Purpose of the Plan

2.1 This plan provides the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency. The University has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:

- 2.1.1 Protect and preserve human life, health and well-being.
- 2.1.2 Minimize damage to the natural environment.
- 2.1.3 Minimize loss, damage or disruption to the University's facilities, resources and operations.
- 2.1.4 Manage immediate communications and information regarding emergency response operations and campus safety.
- 2.1.5 Provide essential services and operations.
- 2.1.6 Provide and analyze information to support decision-making and action plans.

2.2 This plan does not supersede or replace the procedures for safety, hazardous materials response or other procedures that are already in place at the University. It supplements those procedures with a crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

3. Planning Assumptions

3.1 Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the worst-case conditions. For the University, as for all organizations in high seismic regions, the worst-case conditions are represented by the earthquake hazard. Using the earthquake model, the planning assumptions incorporated into this plan include:

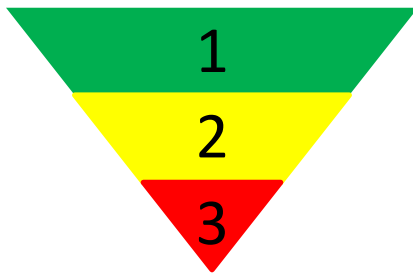
- 3.1.1 Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave and repeater based radio systems, cellular telephones and information systems.
- 3.1.2 Regional and local services may not be available.
- 3.1.3 Major roads, overpasses, bridges and local streets may be damaged.
- 3.1.4 Buildings and structures, including homes, may be damaged.
- 3.1.5 Damage and shaking may cause injuries and displacement of people.
- 3.1.6 Normal suppliers may not be able to deliver materials.
- 3.1.7 Contact with family and homes may be interrupted.
- 3.1.8 People may become stranded at the University – conditions may be unsafe to travel off campus.
- 3.1.9 Initially, the University will need to conduct its own rapid damage assessment, situation analysis and deployment of on-site resources and management of emergency operations on campus, from the Campus EOC while emergency conditions exist. These responsibilities may change upon the arrival of emergency first responders.
- 3.1.10 Communication and exchange of information will be one of the highest priority operations at the Campus EOC. The inter/intranets may be inoperative.

4. Plan Objectives

- 4.1 The plan is as follows:
 - 4.1.1 Organization
 - Provide clear and easy-to-follow checklist based guidelines for the most critical functions and liaisons during an emergency response.
 - Organize and format this plan into an easy-to-follow design in which users can quickly determine their role, responsibility and primary tasks.
 - Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall response in which all entities have access into the emergency response process, and know what is going on at the University.
 - 4.1.2 Communications and Information Management
 - Serve as the central point of communications both for receipt and transmission of urgent information and messages.
 - Serve as the official point of contact for the University during emergencies when normal channels are interrupted.
 - Provide 24-hour full service communication services for voice, data and operational systems.
 - Collect and collate all disaster information for notification, public information, documentation and post-incident analysis.
 - Provide a basis for training staff and organizations in emergency response management.
 - 4.1.3 Decision-Making
 - Determine through a clear decision-making process, the level of responses and extent of emergency control and coordination that should be activated when incidents occur.

- 4.1.4 Response Operations
 - Utilize efficiently, the resources at the CBU campus to implement comprehensive and efficient emergency management response team.
 - Continuously be prepared with a pro-active emergency response management action plan, for the possibilities and eventualities of emerging incidents.
- 4.1.5 Recovery Operations
 - Transition response operations over to normal management processes, as able.
 - Support business resumption plans and processes, as needed, during restoration phases.
 - Provide documentation and information support to FEMA disaster assistance program application.

5. Types and Levels of Crisis



5.1 **Level 1 - Limited Crisis**

A limited crisis, within the scope of this plan, is any incident, potential or actual, which will not seriously affect the overall functional capacity of the university, but nevertheless requires some degree of action. In some cases, a limited crisis may be small enough that the affected department can effectively handle it. In other cases, it may require assistance from the Department of Campus Safety and from off-campus emergency response groups according to the standard operating procedures of the University. While there may be some damage and/or interruption, the conditions are localized and the EOC activation is not needed. Examples of Limited Crises in the context of this plan may include, but are not limited to the following: localized chemical spill, plumbing failure or water leak.

5.2 **Level 2 - Issue-Driven Crisis**

These include issue driven and/or slowly developing situations that negatively affect Christian Brothers University. The incident may be severe and cause damage and/or interruption to CBU operations. A partial or full activation of the CBU EOC is needed. CBU may be the only affected entity. Examples of issue driven crises may include, but are not limited to the following: unscheduled or planned protests or disruptions; civil disturbances; unauthorized occupancy of campus areas; sexual assaults; controversial speakers; and hate crimes.

5.3 **Level 3 - Major Crisis**

A major crisis, within the scope of this plan, is an incident posing major risk to University personnel, students, visitors, or resources that has caused or has the potential for causing fatalities or injuries and/or major damage. Such an incident is equivalent to a campus-wide state of emergency, and is expected to require activation of the EOC and Crisis Management Team in order to address immediate emergency response. CBU may request mutual assistance from the City of Memphis, Shelby County, other State agencies or request federal assistance via the Memphis-Shelby County EOC. A Level 3 crisis may develop from incidents beginning at the Level 1 or 2 stages.

Examples of major crises may include one or a combination of the following perils: active shooter, infectious disease, fire, explosion, severe weather conditions, earthquake, building collapse, flood, wind, chemical release, radioactive contamination, major civil disturbance, bomb threat, aircraft emergency, barricade or hostage situation, or other acts of terrorism.

6. **Plan Activation**

6.1 This plan is activated whenever emergency conditions exist in which normal operations cannot be performed and immediate action is required to:

- Save and protect lives.
- Coordinate communications.
- Prevent damage to the environment, systems and property.
- Provide essential services.
- Temporarily assign University staff to perform emergency work.
- Invoke emergency authorization to procure and allocate resources.
- Activate and staff the Emergency Operations Center (EOC).

7. **Emergency Authority**

7.1 Crisis Management Team – Policy Group

7.1.1 The President of the University serves as leader of the CMT - Policy Group which may activate for a Level 3 emergency or whenever executive policy issues must be addressed. In the event of any threatened or actual disaster or civil disorder on the campus of Christian Brothers University at a time when the President of the University is absent from campus, the authority to take all necessary and appropriate actions on behalf of the President of the University is hereby delegated to the following University officers in the order listed below, with such authority being delegated to the highest ranked University officer on the list whom Campus Safety is able to contact:

1. Academic Vice President
2. Vice President for Admin and Finance
3. Vice President of Student Development and Campus Life

- 7.2 CBU Campus Emergency Operations Center (EOC) Activation
- 7.2.1 During incidents and emergency conditions in which the immediate activation of the CBU Campus EOC is needed, the following CBU positions may activate this plan and the CBU Campus EOC, and serve as the EOC Director:
- CBU Director of Campus Safety
 - CBU Assistant Director of Campus Safety
 - In the event that none of the above is available, CBU Campus Safety Police Shift Supervisor will assume authority for the activation of this plan and provide overall direction until one of the above designees arrives on the scene.

8. Leadership Framework for Crisis Management

- 8.1 This leadership framework is based on the National Incident Management System (NIMS) and incorporates the Incident Command System (ICS), which is designed to provide an organizational structure capable of responding to various levels of emergencies ranging in complexity. It also provides the flexibility needed to respond to an incident as it escalates in severity. Because of this flexibility:
- 8.1.1 The leadership framework for crisis management as defined in this plan does not resemble the day-to-day organizational structure of the University. Employees may report to other employees to whom they do not usually have a reporting relationship.
- 8.1.2 Further, assignments and reporting relationships may change as crisis conditions change.
- 8.2 The Crisis Management Team (CMT) coordinates the campus response to, and recovery from Level 2 and 3 Crises.
- 8.3 Each member of the CMT has a designated alternate. For the purposes of this plan and its Annexes, the primary CMT member will be mentioned by position title. However, if the primary CMT member is unavailable, his or her alternate will carry out the duties of the primary CMT member.
- 8.4 The CMT is composed of two teams or groups – the Policy Group and the Operations Group.
- 8.4.1 Role of Policy Group (CMT-Policy):
- Defines Crisis Policy
 - Declares Campus State of Emergency
 - Approves overall priorities & strategies
 - Communicates with The Board of Trustees, as needed
 - Issues public information reports & instructions
 - Determines program closures and resumptions
 - Plans and prioritizes long term recovery
- 8.4.2 Role of Operations Group (CMT-Operations):
- Determines the scope and impact of the incident
 - Prioritizes emergency actions
 - Deploys and coordinates resources and equipment
 - Communicates critical information and instructions

- Monitors and reevaluates conditions
- Coordinates with government agencies (e.g., FEMA)
- Implements and monitors recovery operations

9. Response Framework for Crisis Management

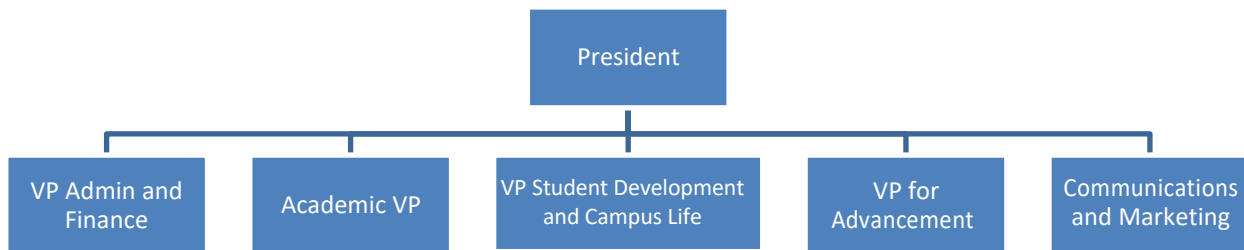
- 9.1 **Any Unpredicted Crisis or Emergency.** Any crisis or emergency must be reported immediately to CBU Department of Campus Safety at 321-3550.
- 9.2 The Department of Campus Safety will follow a defined sequence of responses for nearly all emergency situations:
- 9.2.1 Dispatch police officers and make appropriate fire and/or medical rescue calls.
 - 9.2.2 Notify the Director of Campus Safety or his/ her designee according to departmental procedures.
 - 9.2.3 Notify Emergency Preparedness Coordinator.
 - 9.2.4 Notify the Director of Communications and Marketing, Physical Plant, Student Health Services, and/or Residence Life per internal procedures, as appropriate.
 - 9.2.5 If warranted, the Director of Campus Safety will notify the President, the Chief Operating Officer, and/or other individuals, after crisis conditions are verified by the Department of Campus Safety.
 - 9.2.6 The President or designee along with the Director of Campus Safety determines whether to declare a Major Crisis.
 - 9.2.7 See (Crisis Communications Plan) for subsequent notification procedures.
- 9.3 **Response to a Level 1 - Limited Crisis.**
The impacted departments or personnel coordinate directly with Campus Safety, Residence Life, or Physical Plant to resolve a Level 1 Crisis. Level 1 Crises are reported through normal channels (Campus Safety for issues of public safety, Physical Plant for building issues, Information Technology Services (ITS) for telecommunications for telephone problems, etc) and, are handled based upon established departmental practices. Level 1 Crises do not require activation of the University's Crisis Management Plan, although portions of the plan may be utilized (e.g., Building Evacuation procedures).
- 9.4 **Response to a Level 2 - Controversial Issue.**
The University's CMT Policy Group is responsible for evaluating Level 2 situations on a case-by-case basis. Level 2 situations can be quite complex because of the varied institutional, student, and community responses that must be coordinated. Activation of all or portions of the Crisis Management Plan may be warranted.
- 9.5 **Response to a Level 3 - Major Crisis**
- 9.5.1 When a Level 3 crisis is declared by the President or designee (see Section 5.3), such declaration authorizes the Director of Campus Safety to activate the CMT-Operations Group.
 - 9.5.2 Members of the CMT-Operations Group are notified by Campus Safety Dispatch.
 - 9.5.3 Members of the CMT-Policy Group are notified by the President's Office or the Office of the Chief Operating Officer.

- 9.5.4 When crisis conditions abate, the CMT-Policy Group and the Emergency Operations Center Director (Dir of Campus Safety) recommend an appropriate time to return to normal conditions.
- 9.5.5 Prior to assembling the CMT-Operations Group, on-scene responders are authorized to make essential operational decisions and to commit resources for mitigation and control purposes. Campus Safety may also request help from other departments on an emergency basis, including requesting reassignment of staff from less critical assignments.
- 9.5.6 If a Level 3 Crisis is declared, it may become necessary to restrict access to specific areas on campus to only authorized personnel. Only those designated individuals with assigned crisis response duties will be allowed to enter an area or building affected by an incident. Access restrictions will be communicated through appropriate channels. Failure to comply may result in disciplinary or legal action.

10. Crisis Management Team-Policy Group

- 10.1 Members of the CMT-Policy Group are notified by the President or the Chief Operating Officer or their designees.
- 10.2 Membership. The CMT-Policy Group consists of University leadership as follows:

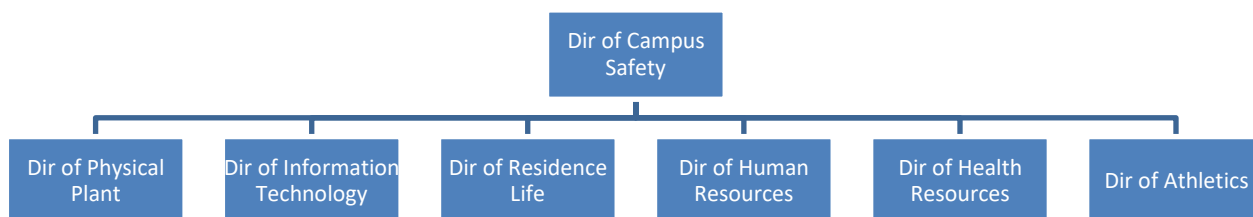
Crisis Management Team-Policy Group



11. Crisis Management Team-Operations Group

- 11.1 Members of the CMT-Operations Group are notified by Campus Safety, and follow provided instructions.
- 11.2 When notified, members of the CMT-Operations Group will immediately report to the primary Emergency Operations Center (EOC) located at the Campus Safety Office in St Joseph Hall.
- 11.3 Membership. The CMT-Operations Group consists of University leadership as follows:

Crisis Management Team -Operations Group



11.3.1 The Director of Campus Safety is the designated EOC Director, however, the President may appoint an EOC Director as the situation requires; this individual has ultimate responsibility for activation, oversight and termination of the Emergency Operations Center.

11.4 CMT-Operations Group Membership & Responsibilities

11.4.1 EOC Director will collaborate with CMT Operations Group members to provide overall strategy for the EOC. Reviews and approves overall priorities and action strategies for the emergency response. Works with and supports the Office of Communications and Marketing in the development and delivery of messages. Coordinates and communicates as necessary with the CMT Policy Group and other University regarding the CBU Campus EOC operations. Oversee response and recovery operations. Activate the EOC, lead the EOC Action Plan, and deactivate as conditions return to normal. Have the delegated authority to act in the best interest of the University and the goals of emergency response and recovery, on behalf of the CMT Policy Group during immediate response operations.

11.4.2 Asst Dir Campus Safety will manage Police functional operations at the EOC. Serves as the Operations Section Chief for incidents in which the police field units are the Incident Commanders. Coordinates general field assignment with the Police Department Command Center and may, as needed, communicate directly with field Incident Commanders and units. Has the lead for the Operational Action Plan for law enforcement, security, traffic control, evacuations, access control, and crime scene preservation. Coordinates with the county Medical Examiner's office for incidents involving fatalities. Has primary authority for establishing priority for field response and police resource allocation. Responsible for managing search and rescue and fire suppression, if the Memphis Fire Department is not immediately available.

11.4.3 Director of Physical Plant will have the responsibility for managing and coordinating the prioritized response and exchange of operational information for all buildings, power and water utilities, roadways, and grounds. Has the lead for damage assessment, repair and restoration operations for all campus power and water utilities, facilities roadways, and grounds. Assists with emergency power and support for all field and the EOC. Is responsible for providing reports from outside utilities, and transitioning emergency operations to clean up and repair operations.

- 11.4.4 Director of ITS** Maintains, operates, and deploys emergency telecommunication tools. Will provide alternate voice and data communications capability in the event of disruption to normal telecommunications lines and equipment.
- 11.4.5 Director for Residence Life and Director for Dining Services** will have ensuring appropriate care and sheltering needs of resident students. Determine the number of students who will require evacuation and emergency sheltering and coordinate their relocation to suitable emergency shelters located on and off campus. Provide a current listing of resident students by location to the Emergency Operations Center. Organize student volunteers (as a last resort) for operational use during the emergency. This individual will coordinate and handle emergency feeding for students, staff, and faculty and volunteer workers.
- 11.4.6 Director for Human Resources** will have the responsibility of developing procedures to provide response personnel with information regarding their families. The HR director will coordinate services for affected faculty and staff to include referral for injuries covered by worker's compensation, counseling services and EAP referrals, and staff notification through various communications channels. Responsible for managing emergency human resource operations, including temporary or emergency hires, critical processes for benefits and employee services, and other HR related activities in support of the emergency response and recovery. Responsible for coordinating all CBU staff volunteer resources to support the University's needs. Set up a registration process for ensuring CBU staff volunteers are working under the management of an appropriate manager of the University. Registration includes obtaining emergency contact numbers, signed statement indicating complete and voluntary participation and willingness to work as assigned. May need to address work requirements, i.e. lifting, hazard exposure, etc. This task is not required for any volunteers who are coordinated by an official organization, such as the American Red Cross or United Way.
- 11.4.7 Director for Health Resources** will coordinate the request for and allocation of medical resources at the campus. Will coordinate the location of on-going triage and minor care to injured persons and assist responding agencies providing mutual aid. Monitors and documents injury and death reports, and coordinates with CBU Department of Campus Safety for reports to the Medical Examiner.
- 11.4.8 Director of Athletics** will provide support personnel to assist where needed.

12. Crisis Management Plan - Concept of Operations

- 12.1** The CBU Crisis Management Plan is considered a management tool; it provides overall organizational and general procedural guidelines for the management of information, activities, and operations during an emergency. The planning is based on NIMS and the Incident Command System (ICS), a management structure adopted throughout the United States and utilized internationally. This approach to emergency management provides Emergency Support Functions (ESFs) for each critical operation of the University during an emergency, and allows the utilization of ICS protocols in the EOC during activation. It also provides for a smooth transition to restoration of normal services and the implementation of programs for recovery.

For the purpose of additional role definition with accompanying responsibilities, ESF are assigned to the following branches:

- 12.1.1 Operations
 - Communications
 - Firefighting
 - Campus Search & Rescue
 - Hazardous Materials Response
 - Campus Safety & Security
- 12.1.2 Planning
 - Information & Planning
 - Recovery
 - Utilities
- 12.1.3 Logistics
 - Transportation
 - Campus Infrastructure
 - Human Services
 - Health & Medical Services
 - Emergency Food Assistance
- 12.1.4 Finance Administration
 - Resource Support
 - Donations, Volunteers

12.2 Each Branch is consolidated in the EOC during activation to insure coordination among various departments and organizations.

13. CBU Emergency Operations Center (EOC)

- 13.1 The EOC serves as the central management center for the CMT-Operations Group. The primary EOC is located at St. Joseph Hall 110 (Dept of Campus Safety). The Director of Campus Safety is responsible for ensuring these facilities are appropriately equipped.
- 13.2 Once an emergency is declared and the EOC is activated, it will be staffed on a 24-hour basis by key members of the CMT-Operations Group if necessary, or as directed by the President.
- 13.3 In cases of a Major Crisis, the Director of Campus Safety may activate the Emergency Operations Center (EOC), which shall serve as the workspace for members of the CMT-Operations Group responsible for executing required Emergency Support Functions (ESF).
- 13.4 The EOC staff will be organized to ensure the following management activities or actions are performed:
 - 13.4.1 EOC Director - the person who is responsible for setting objectives and priorities and has overall responsibility of the incident.
 - 13.4.2 Operations Section – primarily responsible for managing the tactical operations of various response elements involved in the crisis/emergency.
 - 13.4.3 Planning section – is responsible for the collection, analysis and display of information relating to incident operations, compiling it into documents that can

be used immediately by decision-makers and responders. Develop alternative tactical action plans, conduct planning meetings and to prepare the EOC Action Plan for incidents which require extended operational periods.

- 13.4.4** Logistics Section – ensures the acquisition, transportation and mobilization of resources to support the response effort at the disaster site(s), and the EOC. Additionally, if the severity of the emergency requires mass evacuation, the Logistics Section will coordinate with City of Memphis, Shelby County, and the American Red Cross for the establishment of housing, shelters and mass feeding capabilities for victims and/or responders and their dependents. Methods for obtaining and using facilities, equipment, supplies, services, and other resources will be the same as used during normal operations unless authorized by the EOC Director or emergency orders of the University President.
- 13.4.5** Finance/Administration – tracks spending, approves expenditures and purchasing, tracks worker hours, handles claims for compensation and coordinates disaster financial assistance. The Finance Section also coordinates with the Logistics Section Purchase/Supply Unit Leader the negotiation and administration of vendor and supply contracts and procedures.
- 13.5** All departments requiring outside resources must submit their departmental needs to the EOC. The EOC will coordinate with appropriate agencies/organizations to obtain the needed resources.

14. Priority Objectives

- 14.1** The CMT-Operations Group will concentrate their efforts on Priority I objectives until these objectives are substantially met. Priority II and III objectives will be addressed as resources become available.
- 14.1.1** Priority I
- Life Safety and Evacuation - evaluate the need to evacuate people from hazardous or high-risk areas to safe zones.
 - Medical Aid - evaluate medical services available and advise rescue forces regarding location of treatment facilities for injured.
 - Fire Suppression - evaluate fires or fire hazards and use available resources to control and evacuate.
 - Search and Rescue - establish search and rescue teams and initiate rescue operations as required.
 - Communication Network - establish a communication network using available staff, materials and equipment.
 - Utilities Survey - evaluate condition of utilities (gas, electric, steam, water, sewer) and shutdown or restore as needed.
 - Hazardous Substance Control - survey critical areas (i.e., biological and chemical) and secure or clean up as needed.
- 14.1.2** Priority II
- Food and Drinking Water - identify supplies on hand and establish a distribution system for food and water.
 - Shelter - identify usable structures to house resident students and/or community victims.

- Facility - evaluate facilities (i.e., buildings, classrooms) for occupancy or use. Identify and seal off condemned areas.
- Information - establish a communications system with the campus community and advise everyone regarding availability of services.
- Criminal Activity Control - establish a police/security system to protect property and control criminal activity.
- Psychological Assistance - establish a system to assist persons in coping with the crisis.
- Transportation - organize transportation for relocation to shelter.

14.1.3 Priority III

- Valuable Materials Survey - identify and secure valuable materials (i.e., artwork, historical books) on campus.
- Records Survey - identify and secure all CBU records.
- Academic Survey - determine requirements to continue academic operations.
- Supplies and Equipment - develop a system to renew flow of supplies and equipment

15. Recovery and Planning

- 15.1 As operations progress from Priority I through Priority III, the administrative control of the crisis/emergency situation will move from the EOC back to the normal University organizational structure. The President, with input from the EOC Director, will determine when to deactivate the EOC.

16. Crisis Communications Plan

16.1 Purpose

This plan provides guidelines for communicating within the university, and from the university to the media and the public, in the event of an emergency or crisis.

Disasters, emergencies and crises disrupt the university's normal activities and may require activation of the CBU Crisis Management Plan. This Crisis Communications Plan describes the role of Communications and Marketing in communicating vital information to members of the CBU community and the public.

This plan is to be flexibly used with emergency decision-making procedures of the university. Elements should be tested in conjunction with campus-wide emergency drills and exercises.

Appendices should be checked for accuracy and completeness on a bi-annual basis.

16.2 Objectives

- Determining whether the situation requires invoking this plan.
- Assembling a Crisis Communications Team to recommend responses.
- Implementing immediate actions to:
 - Identify key constituencies who need to be informed.
 - Communicate facts about the situation and minimize rumors.
- Restore and/or maintain order and confidence in the safety and operation of the University.

16.3 Assumptions

- Often the only information the public receives about an emergency is via the media, therefore media relations is an essential element of the University's overall crisis management plan.
- An emergency is likely to draw more attention to the University than many —good news stories, because it is much more sensitive in nature. Therefore, accuracy, completeness and truthfulness in the information released about an emergency are essential.

16.4 Procedures

16.4.1 Decision-Making: Because communication is extremely important in the response to a crisis situation, the Vice President for Communications and Marketing or his/her designee must be involved at the highest level of decision-making in response to a University crisis. In addition, the Vice President must, in conjunction with the President (or the president's designee), be the final arbiter of information disseminated from the University about the crisis.

16.4.2 Spokesperson: Generally, this responsibility is assigned to the Vice President for Communications and Marketing. (On occasion, it may be advisable to have the President speak, or a subject matter expert in a particular field to address an issue within his/her area of expertise.)

16.4.3 Access: The Vice President for Communications and Marketing must have unimpeded access to all individuals with pertinent information about the crisis.

17. Plan Usage

17.1 This plan is established as a supplement to the University's administrative policies and procedures. Under activation and implementation, it serves as an emergency manual setting forth the authority to direct operations, direct staff assignments, procure and allocate resources, and take measures to restore normal services and operations.

17.2 Users are to follow and complete the checklists contained in this document during emergency response (and training activations and exercises). The forms are then retained on file as official records of the emergency response. Users are also encouraged to supplement this manual with additional individual materials and information required for emergency response and recovery (See Appendix F).

17.3 This plan is designed to be updated after each activation or exercise. A debriefing session will be conducted to identify lessons learned and areas of improvement to the University's emergency plans and processes. The procedural checklists and forms are to be reviewed and revised each time they are reprinted for electronic update and distribution.

18. Community Assistance by Christian Brothers University

A crisis affecting the community may require local authorities to request the assistance of Christian Brothers University personnel and/or facilities. It is logical to assume such assistance would most likely involve the necessity to provide temporary shelter for victims of a disaster and/or medical care for these persons. Christian Brothers University will cooperate to the extent possible in any emergency assistance operations directed by outside agencies. Assistance of this nature may require entering into Memorandums of Understanding, Mutual Aid Agreements or other forms of assistance arrangements. It may also require implementation of the CBU Crisis Management Plan.

Emergency Procedures Quick Reference Guide

In the event of an evacuation of a building on the entire campus, you will be alerted by a fire alarm, the Bell tower, a University Administrator or Campus Safety Officer with a bullhorn. Evacuations would be because of fire, bomb threats, or other emergencies. The procedure will be to go to:

- the buildings designated staging area where authorities will account for building occupants or,
- to the CBU Theatre, if the threat continues or the buildings or area continues to be deemed unsafe.

The following are the staging areas for each building:

Academic & Administrative Buildings

<u>Building</u>	<u>Staging Area</u>
Barry Hall	In grassy area beside statue of St. John de la Salle
Battersby	Faculty/staff parking lot behind Canale Arena Boshwit
Buckman Hall	Courtyard
Canale Arena/Theatre	Theatre or lawn outside of
Offices	Deal Plaza
CBU Maintenance Building	Student/Visitor parking lot next to central guard shack
Rosa Deal	Grassy area between Maurelian and Rosa Deal
Nolan	Buckman Quad
Plough Library	Buckman Quad
Saint Benilde Hall	Faculty/staff parking lot behind Canale Arena
Saint Joseph Hall	Boshwit Courtyard
Cooper Wilson	Student parking lot, Central Lot
Thomas Center	Buckman Quad

RESIDENCE HALLS

Avery Apts	Baseball field
170 Oakdale	Baseball field
Lambert Hall	Grassy area on S.E. side of Chapel
Maurelian	Grassy area on S.E. side of Chapel
O'Hara Hall (600)	Grassy area on S.E. side of Chapel
Pender Hall (604)	Grassy area on S.E. side of Chapel
LLC	Grassy area on S.E. side of Chapel

**EMERGENCY PROCEDURES
CHRISTIAN BROTHERS
UNIVERSITY**

**EMERGENCIES
CALL CAMPUS SAFETY
(901) 321-3550**

**SEVERE WEATHER
TORNADO**

IF INDOORS:

- Move quickly to a safe interior area without windows (e.g., hallways, basements, restrooms).
- Move to the lowest levels using stairways, NOT elevators.
- If possible, close all doors as you leave an area.
- Stay away from windows, doors, and exterior walls.
- Do **NOT** go outdoors.

IF OUTDOORS:

- Get inside if possible.
- Stay away from trees, power lines, utility poles, and other hazards.
- Curl up in a ditch or low-lying area; stay low to the ground; use your arms to protect your head and neck.

**SUSPICIOUS
PERSON**

- Do not physically confront the person.
- Do not let anyone into a locked building/office.
- Do not block the person's access to an exit.
- Call 911 or 3550 from a campus phone or from a cell phone; or if available in the lobby, use the red emergency phone.
- Provide as much information as possible about the person and their direction of travel.

SUSPICIOUS OBJECT

- Do not touch or disturb the object.
- Do **NOT** use a cell phone!
- Call 911 or 3550 from a campus phone; or use the red emergency phone.
- Notify your instructor or supervisor.
- Be prepared to evacuate.

EARTHQUAKE

- "Drop, Cover, and Hold" under a table or desk or against an inside wall, not in a doorway, until the shaking stops.
- After the shaking stops, check yourself and others for injuries and move toward the nearest exit or alternate exit.
- Evacuate the building.
- Do not leave the area/ campus without reporting your status to your instructor or supervisor.

FIRE

- Remain Calm.
- Activate the nearest fire alarm pull station and call 911 or 3550 from a campus phone; call 911 from a cell phone.
- Evacuate the building.
- Do **NOT** use elevators!
- Do **NOT** enter the building until authorized by emergency personnel.

**HAZARDOUS
MATERIALS RELEASE**

- If an emergency exists or if anyone is in danger, move away from the site of the hazard to a safe location.
- Follow the instructions of emergency personnel.
- Alert others to stay clear of the area.
- Notify emergency personnel if you have been exposed or have information about the release.

POWER OUTAGE

- Remain calm; provide assistance to others if necessary.
- Move cautiously to a lighted area. Exits may be indicated by lighted signs if the emergency power is operating.
- Turn off and unplug computers and other voltage sensitive equipment.
- For information about a prolonged outage, call Physical Plant at 321-3395

EVACUATION

- Remain calm.
- Evacuate using the nearest safe stairs and safe exit.
- Do **NOT** use elevators!
- Gather personal belongings (medication, keys, purses, wallets, etc.), but only if safe to do so.
- Follow directions given by emergency personnel.
- Go to identified assembly points at least 500 feet from the affected building.
- Assist persons with disabilities or injuries without jeopardizing your safety.
- If you are unable to evacuate due to a physical disability, go to a safe location (e.g., stairwell) and wait for assistance. Ask others to inform emergency personnel of your location.

If there is time:

- Turn off all electronics including computers (except in cases of leaking gas or other flammable substances).
- Secure any hazardous materials or equipment before leaving.

General Appendices

APPENDIX A:	Academic and Athletic Building Evacuation Plans
APPENDIX B:	Residence Hall Evacuation Plans
APPENDIX C:	General Evacuation Procedures
APPENDIX D:	Emergency Evacuation Plan for Disabled Persons
APPENDIX E:	Mass Care and Shelter
APPENDIX F:	Checklists for Emergency Personnel
APPENDIX G:	On Campus Telephone Directory
APPENDIX H:	Memphis Area Emergency Phone Numbers

Appendix A: Academic and Athletic Building Evacuation Plans

**YOU ARE HERE
EVACUATION AREA**

**BARRY HALL
Grassy area beside St John
Baptist DeLasalle statue**

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TAKE COVER or LOCK_DOWNS: This may be used in the event of such events as tornadoes or otherwise dangerous events which do not entail evacuation.

All: When you hear the Memphis Area Emergency Warning System or are directed by Campus Safety or other university officials to seek shelter, take cover in an interior corridor or closet. Avoid places with outside windows. Where possible, have something with which to cover your head. Make sure you are wearing shoes and have your identity information with you such as IDs, Driver's License etc. Remain there until an ,All-Clear signal is given to you.

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The procedure will be to go to either

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**BATTERSBY HALL
Faculty/staff parking lot behind Canale**

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**CANALE ARENA/ THEATER OFFICES
Theater or lawn outside of front entrance**

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**ROSA DEAL
GRASSY AREA BETWEEN MAURELIAN AND ROSA DEAL**

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**PLOUGH LIBRARY
Buckman Quad**

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**MAINTENANCE FACILITY
Student Parking Lot, Central Lot**

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**NOLAN ENGINEERING BUILDING
Buckman Quad**

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**COOPER-WILSON CENTER FOR LIFE SCIENCES/ASSISI
Student Parking Lot, Central Lot**

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**ST. JOSEPH HALL
BOSHWIT COURTYARD**

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Students: If an evacuation happens when you are **in class**, follow the class to the designated area and stay with the instructor. If the evacuation occurs while you are **in a residence hall**, follow your suitemates out to the designated residence hall gathering place, and report to your RA and RDs.

If you are in **other areas or buildings** of the University, proceed to the designated area and report to the senior person there. Do not return to residence halls until cleared to do so by Campus Safety or university officials.

Staff: In the event of an evacuation, leave the office and gather with your office colleagues at the building's designated area. The most senior person in the office should account for the staff members who were present that day.

TAKE COVER or LOCK DOWNS: This may be used in the event of such events as tornadoes or otherwise dangerous events which do not entail evacuation.

All: When you hear the Memphis Area Emergency Warning System or are directed by Campus Safety or other university officials to seek shelter, take cover in an interior corridor or closet. Avoid places with outside windows. Where possible, have something with which to cover your head. Make sure you are wearing shoes and have your identity information with you such as IDs, Driver's License etc. Remain there until an 'All-Clear' signal is given to you.

In a lockdown situation, lock doors when possible, and wait to be told that it is safe to come out.

CLOSINGS: This may be used in cases of severe weather, where conditions may become hazardous. Check Student/Faculty and Staff handbooks for School Closing Policy.

All: When there is notification of a University closing, all personnel and students must leave classroom buildings, offices, the gym etc., and stop university operations unless authorized by Campus Safety. The reason for this is that Campus Safety must then check each building to ensure that it is empty and closed down. In the event of a building being damaged or destroyed, the Office of Campus Safety would then know if someone is likely to be in danger or under rubble.

EVACUATION AREAS

In the event of an evacuation of a building on the entire campus, you will be alerted by a fire alarm, bells ringing from the Bell Tower, a University administrator or Campus Safety officer. Evacuations would occur because of fire, bomb threats, or other emergencies.

The procedure will be to go to either

- a) the buildings designated 'staging area' where authorities will account for building occupants, or
- b) the CBU Theater, if the threat continues or the building or area continues to be deemed unsafe.

**YOU ARE HERE
EVACUATION AREA**

**THOMAS CENTER
Buckman Quad**

EMERGENCY OR SEVERE WEATHER GUIDELINES

In the event of an emergency or severe weather outbreak at Christian Brothers University, these procedures will be followed:

1. Any bulletin concerning the emergency will be issued by the Director of Campus Safety through the VP of Communication & Marketing who will utilize various forms of communication, such as email, telephone, traditional media outlets etc. to notify affected persons.
2. The communication may call for an evacuation, a directive to take cover or lockdown, or may notify the community of a decision to close the University at a certain time.

EVACUATION: This may be used in the event of a fire, bomb threat or other emergency.

Faculty: Should an evacuation be necessary during class time, the professor will instruct the class to go to the designated area and stay as a class. In this way, the instructor can account for his/her students.

Students: If an evacuation happens when you are **in class**, follow the class to the designated area and stay with the instructor. If the evacuation occurs while you are **in a residence hall**, follow your suitemates out to the designated residence hall gathering place, and report to your RA and RDs.

If you are in **other areas or buildings** of the University, proceed to the designated area and report to the senior person there. Do not return to residence halls until cleared to do so by Campus Safety or university officials.

Staff: In the event of an evacuation, leave the office and gather with your office colleagues at the building's designated area. The most senior person in the office should account for the staff members who were present that day.

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All: When you hear the Memphis Area Emergency Warning System or are directed by Campus Safety or other university officials to seek shelter, take cover in an interior corridor or closet. Avoid places with outside windows. Where possible, have something with which to cover your head. Make sure you are wearing shoes and have your identity information with you such as IDs, Driver's License etc. Remain there until an All-Clear signal is given to you.

In a lockdown situation, lock doors when possible, and wait to be told that it is safe to come out.

CLOSINGS: This may be used in cases of severe weather, where conditions may become hazardous. Check Student/Faculty and Staff handbooks for School Closing Policy.

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EVACUATION AREAS

In the event of an evacuation of a building on the entire campus, you will be alerted by a fire alarm, bells ringing from the Bell Tower, a University administrator or Campus Safety officer. Evacuations would occur because of fire, bomb threats, or other emergencies.

The procedure will be to go to either

- a) the buildings designated ,staging area` where authorities will account for building occupants, or
- b) the CBU Theater, if the threat continues or the building or area continues to be deemed unsafe.

Appendix B: Residence Hall Evacuation Plans

OBJECTIVE:

To obtain a planned response to an uncontrolled emergency evacuation in the event of any occurrence that would require immediate and safe mass departure of all persons from the residence halls. To formulate a cohesive plan between the Department of Campus Safety (DCS) and Residence Life that will be implemented and recognized as an essential part of the Christian Brothers University Critical Incident Management Plan. The purpose of this undertaking is to ensure that all persons are safely evacuated and accounted for in any situation that may arise.

WHEN TO EVACUATE

The procedure to determine that an evacuation of a residence hall must be mandated will be determined by DCS. There are two (2) classifications of evacuations that Christian Brothers University recognizes.

- Controlled Evacuations -- an evacuation that will be prepared in advance of a forecasted event such as a severe weather (i.e. tornado, ice storms) or any other type of potential life threatening occurrence which gives DCS time to monitor and evaluate the potential for a disaster on campus.
 - An official evacuation notice must come from DCS for this evacuation plan to go into effect.
- Uncontrolled Evacuations -- an evacuation that would occur with little or no notice (i.e. a fire, explosion, HAZMAT spills, active shooter situations) that would require immediate evacuation to protect life.

All DCS supervisors and officers that are off duty at time of the evacuation will be notified by the Director of DCS or his/ her designee to be on immediate stand by to report to duty. The order to activate off duty DCS personnel must come from the Director of Campus Safety or his/ her designee.

IN THE EVENT OF AN UNCONTROLLED EVACUATION:

- RDs and RAs should immediately report to the assigned evacuation posts for their designated residence hall. Remain calm. Panic will only escalate the residents fear and cause additional injuries or loss of life during an emergency evacuation.
 - Due to each resident hall being unique in its architecture, individual evacuation plans will need to be assessed and implemented with the assistance of Residence Life.
 - An up to date list of any residents that have a disability that will require special consideration or assistance during an emergency evacuation needs to be compiled and kept on record in each residence hall's individual evacuation plan.
- **ASSESS THE SITUATION AND YOUR SURROUNDINGS!** If any additional hazards or threats are observed report them immediately to the DCS officer on the scene. Due to each emergency evacuation being unique and dynamic in its own right, preliminary assembly areas are subject to change to best suit the safest means necessary to evacuate such a large number of persons from one area to another.
- Upon evacuation, RDs and RAs should direct residents to the appropriate predetermined assembly point.
- Resident hall staff should then conduct a preliminary accounting of residence and then pass that information on the Field Command Post.
- Assembly points need to be maintained and coordinated by one (1) RD, RA, or Peer counselor.

- Once the evacuation is complete and the preliminary head count has been completed, RDs ,RAs and Peer Counselors will move the evacuees as an organized group to the staging area only after being notified to do so by DCS.

PREDETERMINED STAGING AREAS

The primary staging area is an area the evacuees will be moved to as to ensure their accountability and to assess any injuries requiring immediate medical attention. Any critical or life threatening injuries observed by an RD, RA or Peer Counselor will be immediately reported to the Field Command Post.

THOMAS CENTER has been determined to be the best suited location as the primary staging area due to its geographic location on campus and its capability to hold a large capacity of persons. The building's hardened designed makes it an excellent location in the event that evacuations would be delayed due to the nature of the emergency (i.e. a long term shelter).

DE LA SALLE ARENA AND GYMNASIUM has been designated as the alternate location due also to its geographic location on campus, its large capacity potential and its hardened building structure.

In the event that the alternate location must be utilized, DCS will notify Resident Life that De La Salle Hall will be utilized and not Thomas Center.

CONTROLLED EVACUATIONS

In the event of a controlled evacuation follow the same procedures as an uncontrolled evacuation with the exception that personnel assigned by DCS and Residence Life will facilitate an individual room clearance procedure of residence halls.

Appendix C: General Evacuation Procedures

In many emergency situations, building evacuation will be necessary

- Building occupants will be notified of the evacuation by the Mass Notification System, the sound of the building fire alarm, by verbal instruction from building staff or emergency personnel or by self-evident hazardous conditions.
- All occupants must leave the building immediately if the fire alarm is activated or if directed to do so by building staff.
- All occupants must leave the building through the nearest safe exit or exit stairwell. **ELEVATORS SHOULD NEVER BE USED IN AN EMERGENCY SITUATION!!**
- If the nearest exit or exit stairwell is obstructed by smoke, fire or other hazards proceed to an alternate exit.
- During stairwell evacuation, remove high heels and hold onto the handrail. Allow enough room for others to enter the flow of traffic in the stairwell.
- Once outdoors, all occupants should move to a safe location preferable the evacuation assembly area.
- Building occupants will not reenter the building until cleared by onsite safety personnel.
- Please ensure that proper assistance has been summoned.

Appendix D: Emergency Evacuation for Disabled Persons

This section provides a general guideline of evacuation procedures for persons with disabilities during fire and other building emergencies. Individuals with disabilities must identify their primary and secondary evacuation routes and seek out colleagues who are willing to serve as evacuation assistants. Other faculty and staff members can help by being aware of others who may need assistance in an evacuation.

MOBILITY-IMPAIRED-WHEELCHAIR

In most buildings, people will need to use stairwells to reach building exits. Elevators cannot be used because they have been shown to be unsafe in an emergency.

Persons in wheelchairs located on the first floor may use building exits to the outside ground level. For disabled individuals on upper floors, it is not safe to attempt to move a wheelchair down the stairs. One effective approach to the situation is the following, STAY IN PLACE.

When working with an evacuation assistant, select a room with an exterior window, a telephone and a solid or fire resistant door. Remain with the disabled person in the room and send someone to the evacuation assembly area to notify emergency personnel of the location of the person needing assistance. It is also possible to place the person needing assistance near a stairway landing to await assistance, although this area may not be protected from smoke and other hazards.

Fire Department personnel who are trained in emergency rescue can then enter the building and assist the person exiting the building either down the stairs or using the emergency elevator recall.

While staying in place, the wheelchair user should keep in direct contact with emergency services by calling 9-911 or 321-3550 and reporting his/her location directly.

Stairway evacuation of wheelchair users should be conducted by trained professionals from emergency services. Only in situations of extreme danger should untrained people attempt to evacuate wheelchair users. If this must be attempted, there are two possibilities:

PERSON CRADLE

1. Wait until other evacuees have moved down the stairwell.
2. The two helpers stand on either side of the individual.
3. They reach under the individual and lift them out in a cradle.
4. Helpers control the descent by walking slowly and cautiously.
5. NEVER leave a wheelchair in a stairwell.

OFFICE CHAIR EVACUATION

1. Transfer the challenged individual to a sturdy office chair.
2. One helper gently leans the chair backward.
3. The other helper faces the chair and holds onto the front legs of the chair. Both helpers will lift the chair simultaneously lifting with their legs not their backs.
4. The helpers control the descent by bending their legs and keeping their back straight.

MOBILITY IMPAIRED-NON-WHEELCHAIR

Persons with mobility impairments who are able to walk independently should be able to negotiate stairs in an emergency with minor assistance. The individual should wait until the heavy traffic has cleared in the stairwell before attempting to exit. There should be at least one evacuation assistant with the challenged individual to assist if needed.

HEARING IMPAIRED

Some buildings on campus are equipped with fire strobe lights, however, some are not. Persons with hearing impairments may not hear audio alarms and will need to be alerted to emergency situations by an evacuation assistant.

VISUALLY IMPAIRED

Most people with visual impairments will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route may be different from the commonly traveled route, persons who are visually impaired may need assistance with the evacuation. The evacuation assistant should offer his/her elbow to the individual with the visual impairment and guide him/her through the evacuation route.

During the evacuation, the evacuation assistant should communicate as necessary to ensure safe evacuation

Appendix E: Mass Care and Shelter

The ESF (Essential Support Function) will explain processes and procedures needed for mass care of students and emergency personnel if there is a need for them to stay on campus for an extended period of time. This ESF will address shelter-in-place procedures and emergency personnel care and placement during an emergency.

Lead Department: Residence Life
Supporting Departments: Dean of Students
Health Services
Campus Safety
Human Resources
Athletics

External Supporting
Departments: American Red Cross
Salvation Army
Catholic Charities

Congregate Care-Administration

Purpose:

This section is intended to provide the general information and guidance necessary to allow the University to meet the congregate care needs of students, faculty, staff and (potential) incoming evacuees from other areas.

Responsibilities

1. Primary

The primary direction and control for congregate care operations will be through Division of Student Life. The primary agencies involved are:

- Physical Plant/Athletics Busing/Evacuation
- Residence Life-Emergency Housing
- Aramark Dining Services-Emergency Food
- Office of Events Management-Emergency Housing

2. Support

The agencies that will provide support at the University for Congregate Care are;

- Campus Health Service-Non-Emergency Health Care/Clinic
- Office of Admissions-Mass Care Assistance
- Psych-Faculty/Campus Ministry/Counseling Services-Crisis Counseling
- Campus Safety-Security Services

During a disaster the following agencies can and will provide support to the University and will work closely with the primary University Departments to provide care.

- Red Cross-Congregate Care Operations
- Salvation Army-Congregate Care Support
- Catholic Charities-Congregate Care Support

Continuity of operations is essential among all of these departments. A Unified Command approach through the Emergency Operations Center will be used to provide the best care to the University.

Congregate Care-Operations

Congregate Care Facilities- At the University, approximately 15 buildings are potentially available to provide temporary shelter.

Congregate Care Information

Emergency Transportation

Physical Plant and Athletics would be the foundation for the movement of people. In the event of an evacuation, they can provide emergency busing.

- The coordination of the evacuation routes and locations will be coordinated by Campus Safety in the Emergency Operations Center.
- University vans, and cars can be used to transport evacuees if needed.

Emergency Housing

Available resources and facilities-Relocation of University Residents

Office for Student Life should maintain an Operational Continuity Plan that addresses the possibility of the need to relocate residence hall residents. The Director of Residence Life will determine the availability of space within residence halls. He/She will consult with Physical Plant and Campus Safety regarding the selection of facilities. In the event that residence halls are not used as shelter sites, the expertise of the director will still be utilized to ensure the best possible site selection.

In the event of a large scale need to provide mass care for residents of University owned housing, the Vice President for Academics, Dean of Students and Director of Aramark Food Service will coordinate with other internal departments at the University to identify sites for reception, mass feeding and/or shelter on our campus.

The primary site will be De La Salle Gymnasium or the Thomas Center (Alfonso Dining Hall). The Vice President for Student Life will be consulted in the event that shelters are established on campus either by internal determination of need or due to request for shelter space by outside agencies (e.g. Red Cross). In addition she/he will be kept informed of the locations and status of off-campus shelters established for the benefit of campus residents.

Requests for Assistance

The American Red Cross and the Salvation Army are experts in the establishment and operation of shelter and reception facilities. Requests to or from these agencies will be transmitted through the Emergency Operations Center.

Emergency Food

Aramark Food Service (AFS) will be the primary agency providing direction for emergency food resources on the university campus. AFS will work closely with the Red Cross and Salvation Army for food delivery operations and resources.

Counseling and Support;

The University Counseling Center and Behavioral Science Faculty are available to provide immediate crisis intervention therapy for surviving victims, family members and disaster personnel following a disaster.

The Counseling Center and Behavioral Science Faculty can provide brief crisis intervention to individuals as soon as practical after an emergency. The goals of this service is to provide victims the opportunity to talk over their concerns with trained mental health personnel to provide symptom relief, to aid in the restoration of the individual's adaptive techniques to the pre-crisis level, and to help individuals arrive at immediate, adaptive ways of dealing with life situations brought on by crisis. Providing crisis intervention services to individuals after traumatic experiences serves to relieve their symptoms of distress, enabling them to cope more effectively with the problems, and preventing the occurrence of more disabling psychological problems.

The crisis intervention service would be initiated immediately following the report of crisis at the University. Some crisis intervention professionals would report to designated areas at the University while others on standby would await referrals. The service includes the following three elements:

Triage Center

One goal of the service is to provide emergency psychological assistance to victims of a disaster near the site of a disaster. The major focus of the professionals at the Triage Center would be to provide the opportunity for victims to relate their experiences and concerns and to provide emotional support to individuals disturbed by the situation.

Family Center

Another goal is to provide emergency emotional support to waiting families and friends who would report to a designated area. Volunteers would be called immediately following a disaster and would report to the designated area. These volunteers would be available for emotional support with family members or disaster workers and would be available to receive telephone inquiries from family members who are away from the University. In addition, these professional volunteers might, if time permits, make telephone calls to relatives of victims.

The major focus of the emergency emotional support at the Family Center would be:

- To provide psychological assistance-e.g, grief counseling to individuals who have lost a family member in the disaster;
- To provide telephone support for family members who are not at the University;
- To provide information to family members and, if needed, to serve as a liaison for them;
- To serve as a referral source for various community services-e.g. legal aid, social services, etc;
- To provide referral to a therapist if additional psychological attention is required.

Standby Crisis Intervention

An important goal of the crisis intervention program is to provide free, immediately accessible psychological support to disaster victims and emergency personnel in need of attention in the aftermath of a disaster. Those on standby will be mental health professionals who volunteer to serve on a short-term emergency basis. They would be initially contacted, as needed, by administrative personnel or crisis intervention professionals.

A listing of professional organizations that might supply volunteer mental health professionals will be kept on file with The Director of Counseling. Campus Ministry personnel will be on call to assist crisis intervention counselors as back up and to assist victims and families as needed.

Critical Incident Stress Debriefing/Crisis Teams (CISD) for emergency responders is available by contacting the local community service.

Possible reception centers for the counseling and support operations are Thomas Center and De La Salle Gymnasium.

Special Needs Populations

The Director of the Office of Disability Services should be consulted regarding special needs persons. The coordination of the evacuation and shelter needs will be identified in cooperation with the local Red Cross Chapter. Health and medical care will be coordinated through the Director of Health Services and Medical Service agencies.

Checklist for Opening Shelters

The following is a checklist of responsibilities and actions to be taken by the Incident Commander or his/her designee during evacuation situations:

The American Red Cross or the Salvation Army can be designated the responsibility for this area.

- Arrange for opening the shelters with owners; also, assign personnel to run shelters once opened.
- Coordinate assistance from the Red Cross, Salvation Army, religious groups and other volunteers.
- Coordinate the allocation of local congregate care space.
- Assign personnel and volunteers to congregate care facilities.
- Advise Director of Communications to release information on the occupancy of congregate care facilities/mass care facilities.
- Allocate evacuees proportionately, keeping media informed of the situation and the persons who can be contacted for information on evacuees.
- Distribute necessary supplies and services to each facility.
- Keep the Incident Commander informed of actions taken, and any assistance needed from fire, law enforcement, or health officials.
- Issue information and instructions to evacuees regarding sheltering, lodging, feeding, health, and sanitation.
- During a major evacuation, assign personnel to staging areas to determine transportation needs.

Volunteer Resources Coordinator

Coordination of volunteers will be conducted by The Office of Human Resources

Contact Person: Director of Human Resources

Duties include:

- Overall coordination of volunteers
- Overall recruitment of volunteers
- Signatures
- Releases
- Job Duties
- Orientation and ongoing training
- Appropriate duties
- Phone network

- Coordination
- Work locations

Donated Goods Coordinator

The VP of Marketing and Communication will conduct coordination of donated goods.

Contact Person: VP of Marketing and Communications

Duties include:

- Overall coordination of donated goods
- Signatures
- Job duties
- Training
- Appropriate duties
- Phone network
- Coordination
- Storage location
- Inventory
- Log
- Staffing

Appendix F: Checklists for Emergency Personnel

- University President
- EOC Director (Director of Campus Safety)
- Security & Traffic Control (Director of Campus Safety)
- Care and Shelter Coordinator (Director of Residence Life)
- Maintenance Coordinator (Director of Physical Plant)
- Rescue Coordinator (Director of Physical Plant)
- Public Information Officer (VP of Marketing/Communication)

University President Emergency Checklist

ACTIVITY: Establish policies for emergency response as required. Authorize protective/precautionary actions as warranted by situation. Act as highest level of campus authority during disaster.

GENERAL RESPONSE - ALL HAZARDS

ACTION TAKEN	ACTION
---------------------	---------------

- | | |
|--|---|
| | <ul style="list-style-type: none">• Report to President's office or alternate location if office is deemed unsafe.• Assess situation. Obtain information through EOC Director. Declare a campus emergency if situation warrants. Activate Emergency Plan on request of Emergency Operations Director.• Authorize protective or precautionary actions as appropriate.<ul style="list-style-type: none">EvacuationShelteringCampus Closure• Issue any necessary public statements through Public Information Officer.• If campus closure is directed, ensure that the following are notified:<ul style="list-style-type: none">Vice President, Academic AffairsVice President, Administration and FinanceChief Operating OfficerVice President for Institutional Advancement AssociateVice President, Student LifeDirector of ITSDirector of Personnel and Employee RelationsDirector of Evening and Summer Sessions |
|--|---|

Obtain periodic situation update from Emergency Operations Director.

EOC Director's Emergency Checklist

ACTIVITY: Direct emergency operations in accordance with established plans and with policy direction from the President.

GENERAL RESPONSE – ALL HAZARDS

The following actions may/will be taken under any major emergency affecting the campus.

• ACTION TAKEN	ACTION
	<ul style="list-style-type: none">• Contact University President and obtain approval for implementation of plan (if time permits)• Activate the EOC• Activate emergency messages to campus community via public address system, emergency vehicle public address systems, and telephone notifications.• Log names of personnel reporting to campus EOC and record times.• Make EOC assignments. Distribute identification vests and materials• Brief members of EOC on situation, instructions, and actions taken at CBU.• Activate call-back procedures.• Establish communications with Police Department/Sheriff's Department, and campus responders.• Advise University President of situation and recommend appropriate actions.• Direct implementation of protective action authorized by University President.• Establish operational schedules and priorities consistent with direction from University President.• Direct public information releases by PIO when authorized by University President.• Ensure 24-hour staffing of the EOC for duration of emergency.• Provide status reports to Emergency Operations Executive and Memphis Police Department.• If campus closure is ordered, implement Campus Closure Procedure.• If evacuation is ordered, direct notification of campus community and direct Movement Coordinator to implement evacuation plans.• Once campus is evacuated, provide for security. Reestablish contact with University President.• Obtain authorization for reentry of campus when conditions permit.• Insure security is provided for campus food and water supply.

Security and Traffic Control Coordinator's Emergency Checklist

ACTIVITY: Maintain law and order, ensure that all campus rules and regulations are abided by and enforced. Manage various incidents which are responsibility of security. Provide adequate security for all campus based and related activities; provide traffic control; recommend priority for traffic control; recommend priority for traffic routing and route restoration; direct the use of volunteers in emergency traffic control.

Appointed by EOC Director.

GENERAL RESPONSE - ALL HAZARDS

Consider the following actions during any emergency affecting the campus.

ACTION TAKEN

ACTION

- Add additional security guards as needed.
- Ensure that resident directors have been notified of situation.
- Ensure that communications have been established with pre-designated off-campus facilities and agencies.
- Provide appropriate briefings as required.
- Maintain records and logs of events/instruction/actions taken.
- Assign security guards to protect buildings and supplies.

EARTHQUAKE

HAZARD IMPLICATIONS: Telephone service may be out. May be pressed into a variety of support functions not part of normal law enforcement role. Many will volunteer services and will need direction and control.

ACTION TAKEN

ACTION

- Monitor all situation reports for possible security - law enforcement problems.
- Establish with EOC Director the priority for assignments.
- Make initial assessment of personnel requirements based on situation assessment.
- Participate in action plan development with EOC Director and other Operations Coordinators.
- Reevaluate personnel requirements - shift status
- Recommend traffic control procedures for use in any evacuations.
- Ensure that traffic control decisions and actions are made a part of any action plan developed for the next operational period.
- Recommend priorities for street debris clearance and restoration.
- Assign volunteers to locations as required. Be sure they are clearly identified and distinctively marked.
- Monitor effectiveness of security portion of action plan. Adjust as necessary.
- Maintain close liaison with other Operations Coordinators.

Care And Shelter Coordinator's Emergency Checklist

ACTIVITY: Provide food and emergency shelter to disaster victims. In extreme emergencies, on-campus personnel or volunteer services may be required. Activity includes both providing care and shelter to campus community and the use of campus facilities for sheltering of disaster victims from the adjacent community.

PRIMARY: Dean of Students
Director of Food Services

GENERAL RESPONSE - ALL HAZARDS

Consider the following actions during any major emergency affecting the campus.

ACTION TAKEN

ACTION

- Determine what numbers of campus community members (students, faculty, and staff) will require emergency care and shelter.
- Determine which designated campus facilities will be needed for emergency care and shelter.
- Determine status and safety of care and shelter facilities.
- Call for volunteer augmentation staff.
- Request assistance from Red Cross if necessary.
- Designate campus care centers as needed. Activation sequence should be:
 - Alert basic staff and have them recruit additional volunteers.
 - Arrange building for operation, place signs, etc.
 - Obtain required supplies.
 - Arrange food service for those in shelters.
 - Set up Registration and Inquiry desk.
- Use the following as emergency care and shelter planning guidelines when normal water and sanitation are not available
- 1 toilet per 40 persons (6/200); (14/500) 40 sq. ft. sleeping space (5' x 8') per person, 1 qt. of drinking water (minimum per person, per day)
- 5 gals. water per person per day (all uses), 2,500 calories per person per day (approx 3 1/2 lbs. unprepared food)
- Request necessary food supplies, equipment and supplies to operate care facilities.
- Coordinate with neighboring jurisdictions for care of campus student personnel if evacuation of campus is required.
- Evacuate and relocate any mass care facilities which become endangered by any hazardous conditions.
- Coordinate efforts with Red Cross, Salvation Army, church groups and other emergency welfare agencies.

- Ensure that procedures are in effect to link Registration & Inquiry operations at care centers with campus EOC.
- Make plans to close down the care centers as emergency lessens or other temporary housing becomes available.
- Coordinate with food service (ARA) for on-campus feeding operations during a disaster.
- Request Red Cross support through EOC.
- Coordinate with support services (Vice President for Administration and Finance) for purchase of food supplies and financing for supplies.
- Campus bookstore (Follett) will provide clothing, food items and other consumables during a disaster.

Maintenance Coordinator's Emergency Checklist

ACTIVITY: Assess damage and hazards on campus. Inspect campus structures and facilities for use and occupancy; provide essential repair and perform emergency debris clearance. Determine emergency steps necessary to continue vital service.

PRIMARY: Director of Physical Plant.

GENERAL RESPONSE - ALL HAZARDS

The following actions should be taken under any emergency affecting the campus. The degree of implementation for any function will vary depending upon the type, severity and duration of the incident. Consider additional actions listed under specific hazard.

ACTION TAKEN

ACTION

- Assign field teams to survey campus/affected area for damage, hazards, and debris problems.
- Direct field teams to report damage/hazards to CBU Emergency Operations Center.
- Request security personnel to report any damage or debris problems.
- Direct maintenance personnel to cut off gas, water and electricity if necessary.
- Maintain list/log of damage, damage areas, etc.
- Advise field teams to check for chemical and electrical hazards.
- Advise field teams to report any injuries so that Emergency Medical personnel can respond.
- Keep EOC Director advised of information reported from field personnel.
- Determine resources required for emergency repair and debris clearance.
- If campus closure is ordered, implement Campus Closure Procedures.
- Provide Resources and Support with estimated damage/loss costs to facilities and other property.

EARTHQUAKE

The functions within this activity would be activated and could be maintained for a number of days. They could require 24-hour operation and adequate relief must be planned for.

ACTION TAKEN

ACTION

- Check key facilities to determine extent of damage and ability to operate.

- Facilities to check should include: (Attached listed facilities - should be checked in priority sequence.)
- Post all hazardous structures.
- Identify major debris problems.
- Establish priorities for repair and debris clearance in conjunction with EOC Staff.
- Activate and assign repair and debris clearance crews.
- Determine status of available equipment for repair and for debris removal.
- Determine mutual aid volunteer force required and request numbers and skills needed.
- Identify need for barricades/cones. Procure or fabricate as necessary.
- Provide a report on known hazard areas to campus EOC.
- Develop requisition lists for various equipments and materials needed for repair, temporary facilities, and rebuilding/replacement.
- Be prepared to submit periodic reports to EOC on extent of damage, status of vital services, and actions being taken.
- Participate in EOC Staff Action Planning.
- Determine fuel requirements for vehicles and equipment.

Rescue Coordinator's Emergency Checklist

ACTIVITY: Find and remove persons trapped in damaged or collapsed structures, or other locations.

PRIMARY: Appointed by EOC Director

GENERAL RESPONSE - ALL HAZARDS

The following actions may/will be taken under any major emergency affecting the campus.

ACTION TAKEN

ACTION

- Identify the rescue requirement.
- Request assistance through county mutual aid procedures.
- Designate a staging area(s) for incoming rescue teams.
- Organize campus rescue teams - designate team leaders.
- Establish priorities for rescue operations with EOC Director.
- Assign rescue teams to specific sites.
- Coordinate with other functional coordinators for support to rescue activity.

EARTHQUAKE

Requires some knowledge of building or areas that might be vulnerable to damage. Rescue team leaders must be aware of hazards involved in rescue efforts. Maintenance personnel may be assigned to lead volunteers in assisting in rescue efforts. Would help to have building plans available.

ACTION TAKEN

ACTION

- Obtain and evaluate any reports of partial or complete structure collapse.
- Survey areas of known potential for building damage.
- Establish priorities for rescue based upon greatest need. Attempt rescue for large numbers of injured first.
- Establish heavy equipment requirements. Utilize campus equipment as appropriate, make additional equipment needs known to EOC Director and request outside assistance.
- Establish a building "all clear" procedure and post structures which have been searched.
- Determine need for volunteer heavy rescue teams.
- Assign volunteers to work under Maintenance or School personnel as required.
- Determine medical aid requirements for rescued injured -- make known to EOC.

- Determine transportation requirements for injured to campus, or city/county Casualty Collection Points -- make known to EOC.
- Notify EOC of any fatalities.
- Note location of fatalities; cover but do not remove unless necessary for health or other reasons.
- Keep EOC up to date on all ongoing and next planned heavy rescue activity.
- Advise Construction and Engineering Coordinator of status of structures which have been searched.
- Participate in Staff Action Planning.

Public Information Officer Checklist

ACTIVITY: Prepare and clear campus public information releases; act as the point of contact for the press and media.

PRIMARY: Director of Public Relations

GENERAL - ALL HAZARDS

Consider the following actions during any major emergency affecting the campus.

ACTION TAKEN

ACTION

- Based on situation, determine the best means available for disseminating emergency public information.
- Coordinate with EOC Director regarding use of broadcast system.
- Coordinate with area media and press center if established.
- Decide on appropriateness of pre-established public information releases.
- Based on situation assessment, assemble key public information items to be released.
- Develop releases considering impact on the campus community and future campus actions.
- Be alert to rumors; provide factual information releases.
- Coordinate releases with EOC Director and, as appropriate, with any affected campus units.
- Obtain EOC Director's approval prior to issuing releases.
- Provide advice to President and Emergency Operations Director on public statements.
- Determine priorities for use of available broadcast media.
- Determine if it is necessary to use Public Information broadcast for additional volunteers.
- Coordinate with Registration and Inquiry regarding release of information on displaced persons.
- Set time and location for all press briefings with approval of President and ensure that all necessary campus personnel are available and prepared (if necessary).
- If possible, attempt to have in-house briefings prior to press briefings to ensure coordinated statements.
- Coordinate with County and City public information officers.

Appendix G: On Campus Phone Directory

President	3251	Health Resources (Nurse)	3260
Academic Affairs	3230	Human Resources (Personnel)	3307
Administration and Finance	3256	ITS HELP Desk	4438
Institutional Advancement	3272	Language Lab	3355
Chief Operating Officer	3259	Library	3432
Dean, Information Technology Services	4050	MBA Program	3317
Dean of Students	3536	Mail Room	3551
Director of Residence Life	4102	Maintenance	3395
Admissions Office	3205	Math Center	3399
Advancement Office	3270	Media Center, Library	3431
Alumni Office	3275	Music Department	3390
Archives	3243	Personnel	3307
Athletics	3370	Printing Services	3394
Bookstore	3545	Psychology Lab	3245
Brothers' Residence	3515	Public Relations	3273
Brothers' Residence Kitchen	3516	Registrar & Records	3889
Business Office	3380	School of Arts	3335
Cafeteria	3560/61	School of Business	3315
Campus Ministry	3509/3528	School of Engineering	3405
Campus Safety	3550	School of Science	3445
Career Center	3330	Snack Bar	3561
Communications and Marketing	3273	Student Activities	3529
Computer Center	3475	Student Dev Campus Life	3531
Counseling	3527	Student Government	3535
Development	3271	Swimming Pool	3376
Engineering Management Program	3283	Telecommunications Center	3280/3480
Evening and Summer Sessions	3291	Theatre	3369
Financial Aid	3305	Writing Assistance Program	3360
Grants	3462		
Gymnasium	3370		

Appendix H: Memphis Area Emergency Phone Numbers

<u>Department Name</u>	<u>Phone Number</u>
Emergency, Fire, Police, Medical Emergency, Sheriff	911
Emergency Management Agency.....	458-1515
Memphis Police Department (non-emergency)	545-2677
Memphis Police--Downtown Precinct	525-9800
Memphis Police-- East Precinct	795-3131
Memphis Police--West Precinct	274-7012
Memphis Police--South Precinct.....	332-1860
Memphis Police--Central Precinct- (CBU)	528-3000
Memphis Police—North Precinct	377-3700
Memphis Fire Department	458-3311
Shelby County Health Department.....	544-7600/545-5500
Shelby County Sheriff’s Department	545-5521
Civil Defense	528-2780
Federal Bureau of Investigation (FBI)	747-4300
Memphis Light, Gas & Water	528-4465
Methodist Central Hospital.....	516-7000
Baptist Hospital Medical Center East	226-5000
Tennessee Highway Patrol.....	543-6256
Toxic Chemical Spill.....	1-800-262-3300
Southaven MS Police,.....	662-393-5283
Sheriff, DeSoto County MS-(Hernando).....	662-429-1475
Sheriff, Crittenden County AR	870-702-2010
Germantown Police Department.....	754-7222
Collierville Police Department.....	853-3207
Millington Police Department	872-3333
Bell South Security (Monday – Friday 730am to 5pm).....	557-6222
Bell South Security (Nights & Weekends).....	557-6111