

CABRINI UNIVERSITY

EMERGENCY OPERATIONS PLAN



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Table of Contents

Abbreviations and Glossary of Terms	4
Preface	5
I. Introduction	
A. Definition of an Emergency	6
B. Purpose	6
C. Scope	6
D. Levels of Emergencies	7
E. Organizational Structure	7
II. Situation and Assumptions	
A. Situation	7
B. Assumptions	8
C. Role of Township Emergency Services	8
D. Plan Awareness	9
E. Hazard Analysis and Assessment	9
III. Concept of Operations	
A. General	9
B. Emergency Leadership Structure	10
C. Emergency Operations Center	11
D. Organizational Responsibilities	13
E. Administration and Logistics	14
F. Notice of Emergency	15
G. Evaluation and Response	15
H. Declaration of an Emergency Condition	16
I. Activation and Deployment	16
J. Evacuation of Buildings	18
K. Shelter-In-Place/Campus Lockdown	19
L. Continuity of Operations	19
M. Deactivation of Emergency Operations	20
N. Resuming Operations – Restoration and Recovery	21
O. After Emergency Assessment	22
IV. Plan Management	
A. Development	23
B. Maintenance	23

Incident-Specific Emergency Plans (ISEP)

	Introduction	25
1	Bomb Threats and Suspicious Packages	26
2	Chemical or Radiation Spill/Release	30
3	Civil Disturbances and Demonstrations	31
4	Earthquake	32
5	Fire and Explosion	33
6	Medical Emergency	35
7	Psychological Crisis	36
8	Severe Weather and/or Campus Closures	37
9	Active Shooter	39
10	Building Evacuation	40
11	Shelter-In-Place/Lockdown	42
12	Hostage Situation	43

Annexes

A.	Levels of Emergencies	44
B.	Incident Command Structure (ICS) Flow Chart	46
C.	Duties of ERT Members	47
D.	Emergency Resources Directory	49
E.	Crisis Management Requirements at EOC Site	51
F.	Emergency Response Flow Chart	52
G.	Campus Emergency Lockdown Procedure	54
H.	Emergency Notification System	56
I.	Emergency Notification System Flow Chart	60
J.	Timely Warnings Policy	61
K.	Active Shooter Policy	62
L.	Civil Disturbances and Demonstrations Policy	65
M.	Influenza Pandemic Continuity of Operations Plan	68

Abbreviations and Glossary of Terms

EOC Emergency Operations Center: The physical location at which the coordination of information and resources to support an emergency response takes place

FCP Field Command Post: A physical location or Department of Public Safety or other University vehicle near the scene of the emergency

EOP Emergency Operations Plan: Describes the structure and process for a coordinated University approach to an emergency.

ERT Emergency Response Team: Comprised of the University staff and senior administrators responsible for specific emergency support functions

ICS Incident Command System: A formal structure for emergency management used by all local, state and federal response agencies during an emergency response.

IC Incident Commander: The police or fire official responsible for all emergency activities; has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations on the scene of an emergency.

ISEP Incident-Specific Emergency Plan: Detailed actions to follow in the event of a specific emergency, and/or addresses a specialized, incident specific application of the University's Emergency Operations Plan

Assembly Point: a pre-designated building or outdoor location to which all persons evacuating a campus building during an emergency (fire, explosion, hazmat release, etc.) will immediately report, and where they should remain until a department head, office manager, or supervisor completes an accounting of all students, faculty, staff, and visitors who were inside the evacuated building at the outset of the emergency; should be at least 300 feet away from the evacuated building or site where the emergency originated.

PREFACE

Cabrini University's response to an emergency or disaster will generally involve the following phases:

- **Planning and Mitigation** – The process of developing or refining response plans that will assure an orderly and effective response to an emergency, and for identifying and mitigating areas of vulnerability. After each activation of the Emergency Operations Plan, an after-action review will be performed to determine if the response was effective or if the plan should be modified or improved.
- **Response** – The reaction(s) to an incident or emergency in order to assess the level of containment and control activities that may be necessary. During this phase, University priorities will be to assure the public welfare, protect critical infrastructure, and provide support to emergency response organizations/operations.
- **Business Continuity** – The process of planning for and/or implementing the resumption of business operations immediately following an interruption or disaster. During this phase, more in-depth forecasts of the incident will be available and campus-wide priorities for program resumption will be determined. All response activities indicated above will continue as necessary.
- **Recovery/Restoration** – The process of planning for and/or implementing recovery of non-critical business processes and functions after critical business process functions have been resumed and for implementing projects/operations that will allow the University to return to a normal service level.

Emergency response efforts shall be conducted in conformity with the Mission, Core Values, and policies of Cabrini University, and under the authority of its President.

Because of the unpredictable nature of emergencies, this Emergency Operations Plan will be organized according to *general* detection, notification, and response guidelines, followed by sections containing specific response strategies—or Incident-Specific Emergency Plans (ISEP)—pertinent to different kinds of emergencies where appropriate.

No plan can cover all contingencies, and the Emergency Response Officer and members of the Emergency Response Team (ERT) possess authority commensurate with their responsibility to protect life and property, and to employ strategies not specified in the Emergency Operations Plan.

I. INTRODUCTION

The Cabrini University Emergency Operations Plan (EOP) is designed to serve as a guideline for University personnel when responding to any disaster or emergency situation that could or does affect the University.

The EOP is applicable to any man-made and natural disaster, including, but not limited to floods, hurricanes, earthquakes, power failures, hazardous material releases and civil disturbances.

The EOP sets forth an operational structure and outlines basic operational procedures that shall direct those individuals and departments that may be called upon to assist in an emergency response. Because every

scenario cannot be predicted, the EOP is designed to allow policymakers and incident managers flexibility to adapt to events as they unfold.

By establishing a framework of defined responsibilities and communication links, the EOP will help to ensure that the University's response to an emergency is prompt, professional, and well-coordinated.

A. Definition of an Emergency

For purposes of planning, an emergency is defined as any situation:

- that creates an imminent danger to the lives of students, faculty, staff or visitors at the University;
- that creates an imminent risk to University property and personal property located on University grounds;
- that may prevent the University from fulfilling its responsibilities to the students, faculty, staff or visitors;
- that could cause serious harm to the reputation of the University; or
- where the University's resources are called upon to assist the local community, state or federal agencies in time of regional or national crisis.

B. Purpose

The primary purpose of the EOP is to preserve and protect the lives of Cabrini students, faculty, and staff by initiating, coordinating, and sustaining an effective University response to any emergency situation in order to maintain the continuity of mission-essential functions.

The EOP is designed to:

1. Identify planning assumptions and develop policies;
2. Establish a concept of operations built on interdepartmental coordination in order to facilitate a timely and effective University response;
3. Assign specific functional responsibilities to the appropriate offices and departments; and
4. Coordinate actions necessary to respond to an emergency and coordinate the links between the University, local, state and federal government agencies and other supporting institutions or organizations.

C. Scope

The scope of the EOP is as follows:

1. All offices, departments, personnel, buildings, and grounds owned and operated by Cabrini University located in the townships of Radnor and Tredyffrin, PA. Particular departments are charged with the responsibility to provide response and recovery actions in an emergency or disaster situation.
2. Response activities include those actions that support the efforts of University, local, state and federal agencies in their efforts to save lives, protect public health and safety, protect property and mitigate damage. The actions and activities described in the EOP are carried out under the authority of the President of Cabrini University.

D. Levels of Emergencies

All emergencies and events that affect the University, large or small, are included in the framework of this plan. The level of the emergency will determine the extent to which the plan is utilized and resources are mobilized.

LEVEL 1: A minor incident, potential or actual, involving a department or building that can be handled by the affected department, existing University resources, or limited outside assistance; is usually a single event of limited time and impact.

LEVEL 2: A critical event, potential or actual, affecting an entire building or buildings, or which disrupts the overall operation of the campus; could be a single or multi-hazard situation. Outside emergency services will probably be required, as well as a major response from University support services.

LEVEL 3: A major event of significant or catastrophic proportions involving the entire University or a significant portion of the Radnor campus, and potentially the surrounding community. Immediate resolution is not probable and is well beyond the response capabilities of the University alone.

[See *Annex A* for further explanation and examples of levels of emergencies and typical responses.]

E. Organizational Structure

The EOP specifically identifies an organizational structure with two principal leadership groups managing the University's response to an emergency.

The Cabinet

The Cabinet is comprised of the President of the University and all senior-level Cabinet staff.

Emergency Response Team –ERT

The ERT is comprised of University staff and select Cabinet members who are responsible for specific emergency support functions.

II. SITUATION AND ASSUMPTIONS

A. Situation

Cabrini University is a residential Catholic university located in Radnor Township, Pennsylvania, in Delaware County. The campus covers over 115 acres of land and has 25 buildings with over 600,000 gross square feet.

The University enrolls about 1300 undergraduate and 1400 graduate students. When all residence halls are in operation, there are nearly 800 students living on campus. The campus is supported by over 400 full-time and part-time faculty and staff members.

Other programs such as conferences, athletic events, and camps bring additional populations of visitors to the campus. The size of the University and its location just 30 minutes from Philadelphia, the often large populations of people in a concentrated area, and the considerable infrastructure carry a risk to the population and the property of the University. These risks include natural, technological, chemical, security, and human emergencies or disasters.

B. Assumptions

In the event of an emergency, the University will need to take immediate and appropriate actions to evaluate, direct, mobilize and coordinate its response. Depending on the level of the emergency and the need for resources, the University will activate this plan to direct its resources to best protect lives and property and to ensure the continuity of operations.

Emergencies and disasters could affect residents in the region, not just the campus. Therefore, township, county, state and federal emergency services may not be available immediately. The University must be prepared to respond appropriately with or without the immediate involvement of outside agencies.

Emergencies or disasters can occur at any time of the day or night, and can occur when senior administrators and designated ERT members are unavailable to respond. The EOP, therefore, must be based upon roles to be filled, not individuals, and must be flexible.

C. Role of Township Emergency Services

Under Pennsylvania law, the local governments have the responsibility for the direction and control of emergency management within their jurisdictions. The township's emergency management director is responsible for the development and implementation of the emergency management program designed to provide for an effective response to an emergency.

The local fire chief or police chief (depending upon the type of emergency) is responsible, per Commonwealth law, for the command of the response and control of the incident. He or she serves in the role of Incident Commander.

If the incident is law enforcement related on University property, the Radnor Police Superintendent or his/her designee is the Incident Commander. The Incident Commander is also responsible for the limiting or closure of access to a building or area to anyone, even senior University officials, if the situation warrants.

The University will work with local authorities to support their efforts, as requested, and will act to resolve consequences to the University from the incident.

D. Plan Awareness

All Cabrini University departments and offices are to be familiar with this plan.

E. Hazard Analysis and Assessment

It is the responsibility of each department or office at Cabrini University to conduct its own hazard analysis and assessment concerning the area it is responsible for. Departments may seek assistance for any hazard analysis from the Facilities Department or Department of Public Safety.

III. CONCEPT OF OPERATIONS

A. General

It is the responsibility of the University to ensure that it is prepared to meet the needs of the people and the institution that might be affected by an emergency incident.

The President of the University is ultimately responsible for the University's response in such an incident. The authority to declare a campus state of emergency rests with the University President or appointee.

During the period immediately following an emergency requiring activation of the EOP, when directed by the President or his/her designee, primary and support offices and departments will take action to identify requirements and resources needed to respond appropriately.

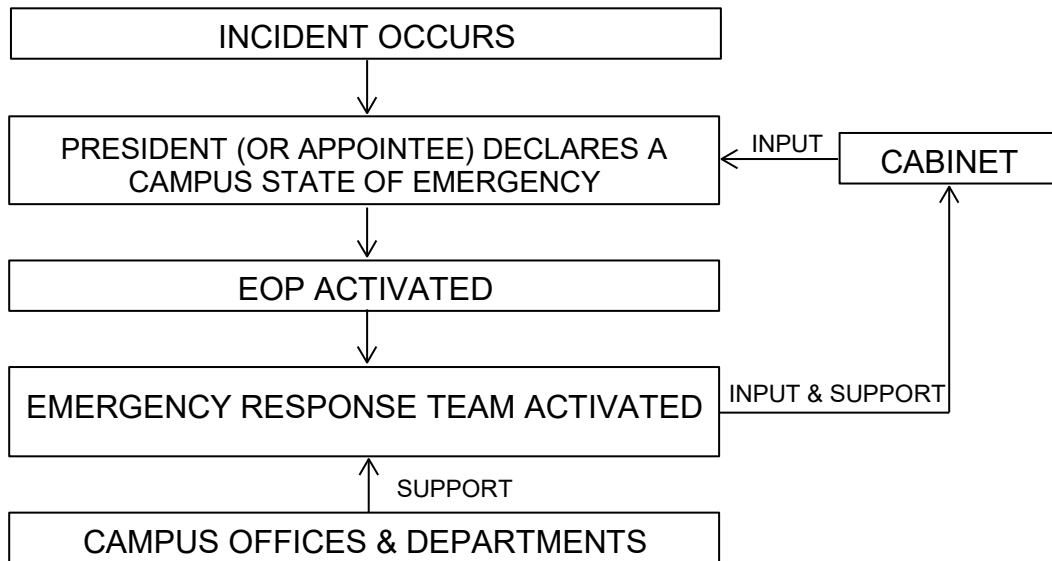
The EOP will be activated whenever the President or his/her appointee declares a state of emergency. This declaration may be made at the recommendation of the Emergency Response Officer or other ERT members.

The President is supported in this responsibility by the Cabinet, or for the purposes of this plan, in making final decisions and issuing directives for the management of the emergency.

The Cabinet, in turn, is supported by the ERT. The ERT will gather necessary information and resources and will implement, coordinate, and oversee the University's response to the emergency.

The ERT is, in turn, supported by the individual offices and departments that implement their own emergency response actions under the overall coordination of the ERT.

CONCEPT OF OPERATIONS FLOW CHART



B. Emergency Leadership Structure

Emergency Response Team – ERT

The functions of the ERT will be directed by an Emergency Response Officer.

During an emergency, this position will be filled by the Director of Public Safety or other designee of the University President. The standing members of the ERT include:

- Emergency Response Officer
- Vice President for Finance/Treasurer
- Provost/Vice President for Academic Affairs
- Vice President for Student Life
- Director of Marketing and Creative Services
- Director of Facilities

Individuals from the following departments may be asked to join the ERT as the need arises, based upon the emergency or planning needs:

- Academic Chairpersons
- Athletics
- Dixon Center
- Business Office
- Human Resources
- Registrar

Incident Command System

The Incident Command System (ICS) is a formal structure of operations in emergency situations that is uniformly accepted and implemented by local, state, and federal agencies that have the responsibility for managing emergency situations.

The ICS is organized to address the primary requirements of a complex emergency under an organized chain of command.

During Level 1 and most Level 2 emergencies on campus, the ERT can operate in a less formal mode. However, in a large-scale emergency involving outside agencies from the state and/or federal government responding to campus to assist the University in addressing a major event, the ERT must be able to interface with these outside agencies, all of which will be operating entirely under the ICS model.

Consequently, it is necessary for all members of the Cabinet and the ERT to be familiar with the basic structure of the ICS, the functional position titles used, and the general responsibilities of each ICS function.

[See *Annex B* for the ICS flow chart and definitions of functional positions.]

C. Emergency Operations Center (EOC)

When an emergency occurs or is imminent, it shall be the responsibility of the Emergency Response Officer (ERO) to set up and staff an appropriate Emergency Operations Center (or command post), as directed.

Location

If the duration or severity of the emergency warrants setting up an EOC, it will be set up in a location best fitting the situation.

The key element in selecting the EOC is that it be a safe location that is unlikely to be affected by any subsequent events related to an initial disaster/emergency episode.

- The location should be centrally located, have sufficient room for 6-8 people, and be convenient to all utilities if possible.
- Other factors that would determine which locations to be used include type of emergency, location of the emergency, availability of backup power, and phone and data communications.
- In a large scale emergency, the EOC must be in a location where the ERT, the President, and the remaining members of the Cabinet and Cabinet senior staff can conduct their respective roles in separate rooms but in close proximity to each other.
- The ERO will determine the appropriate location.

It is understood that due to the nature of an emergency, it may be appropriate for administrators to remain in their pre-emergency locations and conduct the EOC's activities via conference call, radio or other means.

Potential Sites

The ERO shall periodically verify the proper functioning of utilities and communication equipment and connections at each of the suggested sites.

Potential EOC locations include, but are not limited to the following sites:

- Public Safety Office, Rooymans Hall
- Grace Hall Multi-Purpose Room
- President's Suite
- Student Life Conference Room (Founders 102)
- Iadarola Center for Science, Education, & Technology
- Off-Campus Location - Facilities on Willow Avenue
- Eastern University*
- Valley Forge Military Academy & College*

* Only if the emergency is too close to campus or all on-campus sites are not functional/available.

The EOC, regardless of location, shall have easy access to:

- Multiple phone lines
- Multiple network connections (or wireless connectivity capabilities)
- Television with cable access
- Large campus map
- Hand-held portable radios, cell phones and/or pager communication for team members (as needed)
- White boards
- Radio access via portable scanning radios for all campus (receive & transmit) and local, state or federal frequencies (receive only)
- Designated FAX machine

[See *Annex E* for complete list of equipment/supply needs.]

Field Command Post

If the emergency involves only one building or a small part of the campus, a field command post will be established. A Public Safety vehicle or other appropriate University vehicle will be placed as near to the emergency scene as reasonably possible. At least one uniformed Public Safety Officer will staff the EOC at all times or until the emergency ends.

D. Organizational Responsibilities

Emergency Response Team

The ERT operates under the direction of the ERO. The responsibility of this group is to:

- Provide overall coordination to the University's response to the emergency.
- Obtain, confirm, evaluate, and provide information to the President.
- Identify and implement actions necessary to resolve specific situations.
- Identify resource needs and shortfalls.
- Reassign or deploy individuals and department/University resources in support of critical needs.

[See *Annex C* for additional responsibilities of individual members of the ERT.]

University Department General Responsibilities

All University departments and offices shall:

1. Maintain and routinely update emergency procedures that prescribe the responsibilities of department/office staff during and after an emergency. All such procedures shall ensure the safety of all students, faculty, and staff within the department or office during any emergency.
2. Identify a space, area, landmark, or other readily identifiable alternate location on campus as an "assembly point" where students, faculty, and staff are to gather immediately following a building evacuation; ensure that the assembly point is at least 300 feet away from the building.
3. Develop a procedure to account for all department/office faculty and staff, students, and/or visitors who are present at the outset of the emergency, and initiate that accounting process immediately following a building evacuation.
4. Ensure orderly succession of personnel for all key positions to maintain operations during unforeseen circumstances.
5. Ensure the maintenance and safeguarding of key records and documents and the availability of those documents in an emergency.
6. Maintain a system for internal status reporting on manpower and other resources.

Specific Department Responsibilities

Certain University departments and offices may need to develop more detailed emergency operating procedures to supplement the University's EOP because of the unique features of the facilities for which they are responsible and/or the communities they serve.

Examples of such procedures include but are not limited to the following:

- The Athletics Department maintains an annual Operational Reference Guide for the Dixon Center, because this facility is regularly used by members of the University and external communities.
- The Office of Residence Life provides an emergency response guide to Area Coordinators and Residence Advisors that addresses a wide variety of life safety, fire prevention, and security issues that impact their departmental operations in Cabrini's residence halls and houses.

- The Facilities Department is responsible for the implementation of the University's Spill Prevention Control and Countermeasures Plan at University owned sites where oil is stored, processed, distributed, or consumed and could reasonably be expected to discharge oil in harmful quantities.
- The Science Department is responsible for implementing the University's Chemical and Biological Hygiene Plan at the Iadarola Center.
- The Cabrini University Abroad Advisory Committee annually prepares an emergency response guide for faculty members escorting Cabrini students on spring break tours overseas as part of the curriculum of a Cabrini University Abroad course, to be utilized in the event of an emergency situation abroad.

All such guides and action plans shall:

1. Be consistent with the general guidelines for emergency preparedness, response, and recovery contained in the EOP; and
2. Comply with the development and maintenance requirements contained in Part IV, A&B, of this Introduction.

E. Administration and Logistics

Certain administrative procedures and logistics should be intact prior to, and during an emergency situation. Hence, the following applies:

1. During an emergency, some administrative procedures should be suspended, relaxed, or made optional. An example would be bypassing the process set forth for the procurement of needed equipment. Departures from normal procedures should be clearly addressed by the ERT during the planning process.
2. All offices and departments shall develop provisions for the proper documentation of all emergency expenditures. Documentation methods should follow current accounting procedures. Such accounting documentation will support the University's requests for supplemental assistance from state and federal agencies.
3. Upon activation of the EOP, each representative of the ERT shall ensure that students, faculty, staff, property, equipment, supplies, and vehicles are accounted for and protected.
4. All departments and offices shall implement established resource controls and determine the availability and accessibility of those resources. Any additional required resources needed to respond to or support an emergency operation should be identified.
5. Training of ERT members will be conducted annually through training sessions, exercises, actual response and/or outside training. If necessary, additional training will be conducted on an accelerated basis during periods of increased readiness status.

F. Notice of Emergency

Although it will likely be initially identified or received by the Department of Public Safety dispatcher or responding Public Safety Officer, notification of an impending or existing emergency may come from any number of sources.

Information received by any person connected with the University that an emergency has occurred or is likely to occur shall be forwarded immediately to a member of the Department of Public Safety.

Public Safety Officer

A Public Safety Officer receiving information about an occurring or likely emergency shall gather as much information as possible and immediately report to the Emergency Response Officer, or any member of the ERT. The Public Safety Officer shall request instructions for initial actions to be taken.

Public Safety Dispatcher

The Public Safety dispatcher will follow a defined sequence of responses for nearly all emergency situations, including but not limited to:

1. Contacting 911* and requesting all necessary police, fire and EMS responders as appropriate.
2. In the event of a level 2 or 3 emergency, notifying the Director of Public Safety and/or the on-duty or on-call Department of Public Safety supervisor.
3. In the event of a level 3 emergency, the Vice President over the people involved (e.g., Student Life for students, the Provost/Academic Affairs for faculty, etc.) will be notified.

The President or designee will be responsible for any notification to the University's legal counsel and the Board of Trustees.

The Vice President for Finance/Treasurer is responsible for any notifications to insurance carriers.

In the event of a potential emergency not requiring the initial involvement of local emergency services, the identifying individual, office or department shall contact the President's office or an ERT Member.

[See *Annex F* for Emergency Response Flow Chart.]

G. Evaluation and Response

The Emergency Response Officer or ERT member shall direct the immediate response of emergency assistance based on the circumstances of the emergency (police, fire, ambulance); direct the deployment of all appropriate University resources (Facilities, Student Life); and evaluate the need for additional assistance from outside private and governmental entities based on the circumstances of the emergency conditions (housing, transportation, environmental hazard, etc.).

Emergency Management

The ERT, under the direction of the Emergency Response Officer, shall manage the ongoing actions taken in response to the emergency, utilizing the Emergency Resources Directory and other available resources, and shall make periodic progress reports to other constituencies, as appropriate.

Key Secondary Factors

In addition to those obvious responses to emergencies such as aiding the injured, summoning police/fire/ambulance services, or enlisting the aid of other outside agencies, the ERT shall implement additional operations.

These shall include but not be limited to:

1. The processing of calls from family and friends of students, faculty, and staff.
2. Establishing a centralized liaison function to deal with outside agencies (hospitals, other governmental agencies), providing them with necessary information and other assistance, such as next-of-kin notifications.
3. Establishing a public information function to disseminate information to the news media and to document emergency response activities.
4. Providing for the protection of essential business records and computer equipment. Timely notification of computer operations (ITR) administrators are essential.
5. Establish a mechanism to provide for extraordinary financial demands, and seek assistance of insurance carriers.
6. Set up an emergency procurement operation to address extraordinary material needs.
7. Ensure the continuation of food service operations.

H. Declaration of an Emergency Condition

The University President is responsible for the actual declaration of an emergency. He/she shall declare a state of emergency for level 2 or 3 incidents when, upon recommendation of the ERO or ERT members it is deemed necessary to do so. A declaration of an emergency will result in the immediate implementation of emergency procedures as outlined in the EOP and/or the closure of all or part of the University.

The President shall also be responsible for declaring an end to any state of emergency when appropriate.

I. Activation and Deployment

Activation of the EOP is dependent upon a variety of circumstances, such as the type and level of the emergency. Generalized assumptions are as follows:

1. The EOP will be utilized to address particular requirements of a given disaster or emergency situation. Selected ISEPs will be activated based upon the nature and scope of the event and the level of support needed to respond.

2. Based upon the requirements of the situation, the ERT will notify University departments and offices regarding the activation of the appropriate functional ISEP and other structures of the EOP. Priority for notification will be given to primary departments or offices as specified by the relevant ISEP.
3. When activation of the EOP is initiated, and unless otherwise specified, all persons having primary functions at a particular level (ERT members usually), as specified in the EOP, will report to the EOC and initiate their respective functions.

Restricting Access to Campus

When an emergency declaration is made, only registered students, faculty, staff, and affiliates (*i.e.*, persons required by employment such as Sodexo and CSI) are authorized to be present on campus.

Those who cannot present proper identification (*e.g.*, vehicle registration, employee identification card, or other photo ID) verifying they have legitimate business on campus will be asked to leave.

In addition, only those faculty and staff members who have been assigned ERT duties or issued an emergency pass by the Department of Public Safety will be allowed to enter the immediate disaster site, and only once the site has been deemed safe to enter by the Incident Commander, the Department of Public Safety, the ERO, or the Facilities Department.

Immediate Actions

It is likely that the resources needed for immediate assistance to deal with various kinds of emergencies will be obvious. The following is a list of common assistance requests. Contact numbers are found in the Emergency Resources Directory (see *Annex D*).

Police, Fire, and Medical Emergencies

These services will always be summoned in the event of fire, flood, earthquake, confirmed bomb threat, environmental hazard, serious multiple injury accidents, civil disorder or mass demonstrations, chemical spill, hostile intruder/active shooter, and the like.

Police and fire departments and other government related agencies are required to have emergency response strategies in place and are usually well equipped to provide immediate assistance as well as knowledge of appropriate resources for secondary assistance.

Large-Scale Health or Injury Problems

The area is well-served by a number of hospitals within a 30-minute drive. A list of the facilities is maintained in the Emergency Resources Directory. Triage is usually the function of first responder EMS personnel. Follow-up coordination of medical care shall be the responsibility of the Student Health Services Department.

Utility and Mechanical Service Loss

The handling of utility and mechanical service losses shall be coordinated by the Director of Facilities or designee. The Facilities Department maintains an up-to-date list of private contractors to correct those problems that are beyond the ability of University personnel.

Public Information

An emergency or disaster is likely to present a need for the organized and sensitive dissemination of information for public consumption, as well as maintaining control of the media who might disrupt emergency response activities. This function shall be the responsibility of the Vice President for Marketing and Communications and his/her staff.

Assessing a Threat or Emergency

During a state of emergency, the Department of Public Safety, with authorization from the President or the ERT, shall take the necessary steps to assess the emergency and to safeguard persons and property. The Director of Public Safety or designee shall immediately consult with the President or the ERT regarding assessing the emergency and level of the crisis and the possible need for a declaration of a campus state of emergency.

In the event of a major crisis, emergency, or potential threat occurring on or near the campus or one that involves campus property, Public Safety Officers and appropriate Facilities personnel will be dispatched to determine the extent of any damage to campus property. If necessary, the ERT will utilize other campus staff to assist with the assessment.

J. Evacuation of Buildings

Fire, flood, earthquake, suspected explosives, environmental accidents, active shooter, hostage / barricaded subject, and utility failures are among the reasons that a building should be evacuated. Regardless of the reason for the emergency, any condition in or near a building that threatens the health, safety, or welfare of any member of the University community shall be cause to direct an evacuation.

Whenever a campus building is evacuated, occupants shall immediately report to the assembly point designated by their department/office. Assembly points may include but are not limited to the following:

- The Commons – The Mansion, Rooymans Activity Center, Holy Spirit Library, Iadarola Center
- Founder's parking lot (far northeast corner) – Founder's Hall, Widener Center
- Cavalier (Upper) Athletic Field - Grace Hall, Dixon Center
- Main Dixon Center parking lot – Iadarola Center, Grace Hall
- Lower Dixon Center parking lot (adjacent to E.R. Dixon Field) – Dixon Center
- Residential Boulevard – all residence halls/houses, as assigned by the Area Coordinators.

[See ISEP-10 for specific guidelines for safely evacuating a campus building.]

K. Shelter-In-Place/Campus Lockdown

In emergencies such as explosions, HAZMAT spills and environmental accidents, active shooter/hostile intruder, or hostage/barricaded subject incidents, it may not be safe for people who are inside the building where such an emergency is occurring or has just occurred to evacuate.

In such instances, the ERT may implement the Campus Emergency Lockdown Procedure and announce same using the University's Emergency Notification System.

When the Campus Emergency Lockdown Procedure is implemented, all persons on campus should immediately seek shelter indoors or take shelter-in-place in their current indoor location.

[See Annex G for Campus Emergency Lockdown Procedure.]

L. Continuity of Operations

The primary purpose of an emergency operations plan is to protect the lives of the students, faculty, and staff and preserve the properties of the University in a disaster and then return the situation to normal.

Disasters can interrupt, paralyze, and or destroy the ability of the University to carry out its mission. Therefore, it is imperative that an emergency operation is able to provide mitigation, preparedness, response and recovery functions to the fullest extent possible.

Establishing Alternate Facilities

Resident Student Quarters

Establishing alternate quarters for resident students due to the temporary loss of a residence hall shall be the responsibility of the Residential Life staff.

Resident students shall be temporarily housed with other resident students or in the lounges in unaffected buildings until such time as repairs to damaged housing facilities are completed.

If a residence hall facility remains off-line for an extended period of time, alternate arrangements for temporary off-campus housing shall be made at the discretion of the Director of Residence Life.

A list of local hotels and other rental facilities, as well as other local institutions, shall be maintained in the Office of Residence Life.

Consideration may also be given to housing some students in the private homes of faculty and staff on a volunteer basis, and/or encouraging students whose residences are within a 50-mile radius of campus to reside at home until their residence hall is reopened.

Classrooms

Large common areas in buildings on campus may be considered for use as classrooms on a temporary basis, including meeting rooms and lounges, if they exceed 500 square feet in usable area and do not unduly disrupt other necessary operations.

Very large areas such as the Nerney Fieldhouse (gymnasium) in the Dixon Center, Cavs Corner (dining hall), Grace Hall Atrium, Iadarola Center, and Jazzman's may be considered for multiple use by segmenting with portable partitions.

Available space at nearby area schools, office buildings, and rental halls shall be considered for possible classroom use on a temporary basis (see Emergency Resources Directory, *Annex D*).

Food Service

Should Cav's Corner and Jazzman's be rendered unusable, the only facilities on campus that may be used for food service on a temporary basis are the Dixon Center and the Grace Hall Atrium. The food service contractor shall be responsible for providing meals to the campus community in the alternate location(s). Alternate use of the Dixon Center may require suspension of some athletic activities.

Administrative Operations

Where possible, when an administrative function cannot be performed at its usual location, attempts shall be made to find alternate space on campus.

Ongoing Emergency Management

While the emergency/crisis is ongoing, the Director of Marketing and Creative Services will document each communication-related activity of the Office of Marketing and Communications to the extent possible.

M. Deactivation of Emergency Operations

Deactivation of an emergency operation is dependent upon a wide range of variables that must be satisfied before such an event may occur.

Some basic principles that should be followed before deactivation are:

1. Ensure that all health and safety issues are resolved prior to full deactivation.
2. Ensure that all vital services and facilities are re-established and operational.
3. Partial deactivation of the EOP may occur only when all issues within the ISEP are resolved or completed.
4. Recovery operations may be initiated during response operations.
5. Deactivation of the response operation may be followed by the recovery operation.
6. Final deactivation of all operational activities will only occur with authority from the University President in coordination with the ERT and the ERO.

N. Resuming Operations – Restoration and Recovery

In situations involving structural damage or building emergencies as a result of an explosion or similar incident, hazmat incident, tornado, utility failure, structural collapse or similar incident, the ERT should be focused on the planning for and/or implementing resumption of campus operations immediately following an interruption or disaster while the response activities, (mainly conducted by the Department of Public Safety) continue as necessary.

In attempting to return the University to a normal business functioning operation (critical functions first, then non-critical) and service level, the ERT should:

- Establish a recovery team, if necessary.
- Establish priorities for resuming campus operations.
- Continue to ensure the safety of personnel on the property.
- Assess remaining hazards.
- Maintain security at the incident scene.
- Follow emergency notification procedures.
- Notify University employees' and students' families about the status of University personnel and students on the property; off-duty University personnel about work status; insurance carriers and appropriate government agencies.
- Conduct campus briefings.
- Keep detailed records.
- Take photographs of or videotape the damage.
- Account for all damage-related costs.
- Establish special work order numbers and charge codes for purchases and repair work.
- Protect undamaged property.
- Close up building openings.
- Remove smoke, water and debris.
- Protect equipment against moisture.
- Restore sprinkler systems.
- Physically secure the property.
- Restore power.
- Conduct an investigation, and coordinate all investigative actions with appropriate government and local agencies.
- Conduct salvage operations. Segregate damaged from undamaged property. Keep damaged goods on-hand until an insurance adjuster has visited the premises, but move material outside if it is seriously in the way and exposure to the elements will not make matters worse.

- Take an inventory of damaged goods. [This is usually done with the adjuster or the adjuster's salver if there is any appreciable amount of goods or value.]
If goods are released to the salver, obtain a signed inventory stating the quantity and type of goods being removed.
- Restore equipment and property. For major repair work, review restoration plans with the insurance adjuster and appropriate government agencies.
- Assess the value of damaged property.
- Assess the impact of University business interruption.

O. After-Emergency Assessment

The ERT

When the crisis is over, the ERT will assess its crisis response, and if appropriate, publicly communicate its efforts to improve the EOP. The University will make continual efforts to be aware of continuing situations that may require special attention, such as the impact of the crisis on involved students' health and well-being, their academic performance, and their financial needs.

The President

The President will convene a meeting of the ERT members who participated in the action plan as soon as possible after the resolution of the emergency to assess the effects of the emergency and initiate the recovery process.

Affected University personnel will be contacted to begin the damage evaluation and recovery (start-up) process. This may require coordination with internal departments and outside agencies.

Others

The Vice President for Finance/Treasurer will also convene a meeting with the University insurer(s) to assess damages and business interruptions to the campus and to evaluate the campus' insurance liability and coverage.

The Director of Counseling and Psychological Services, the Director of Human Resources, and the Director of Campus Ministry collaboratively determine if follow-up support services are required for campus constituent groups and those University personnel directly involved in a campus emergency, and will recommend the utilization of outside resources as required to adequately address presenting needs.

After Action Report

Immediately after the conclusion of emergency operations directly related to a critical incident, emergency, crisis, or disaster, the Director of Public Safety will prepare an After Action Report (AAR).

The AAR will detail all facts and circumstances known about incident causation, the quality and nature of the response effort, and the incident resolution.

In addition, the AAR will determine both deficiencies and highlights that occurred during the resolution of the incident, and shall make recommendations about planning, training, and operational needs and improvements for consideration to enhance the efficiency of future responses.

IV. PLAN MANAGEMENT

A. Development

The Director of Public Safety, under the direction of the Vice President for Student Life, is charged with the EOP, to include the development of the ISEPs, alerting and notification lists, and resource inventories.

In addition, the development will include the coordination between the University and the state, federal and local governments to ensure the necessary link with all jurisdictions having emergency response capabilities is met.

B. Maintenance

1. The Vice President for Student Life will direct the overall plan review and revision on an annual basis. The Director of Public Safety will request from the primary and support departments and offices the necessary updates as noted below.
2. Review of the functional ISEPs by the respective primary and support departments and offices will be conducted every year. Department heads and office chairs shall approve major changes.
3. Major changes that affect the Situation and Assumptions and the Concept of Operations portions of the EOP will be made as required.
4. All changes, revisions, and/or updates shall be forwarded to the Director of Public Safety for review, editing, publication, and distribution to all holders of the EOP.
If no changes are required, the Director of Public Safety is to be notified in writing by the respective office or department that the EOP and the associated ISEP, and all supporting documents, have been reviewed and are considered valid and current.
5. A minimum of one exercise involving the ERT will be held each year.
6. The ERT will meet as needed, but not less than two times per year, in the fall and spring.

INCIDENT-SPECIFIC EMERGENCY PLANS



Introduction

The following Incident Specific Emergency Plans (ISEP) are designed as guides to give members of the Cabrini University community a ready-reference on how to respond in case of an emergency situation on or near the campus. Campus safety is a responsibility we all share. All of us play a critical role in keeping students, faculty, and staff safe on campus. Here's how you can do your part:

- **Subscribe to the Emergency Notification System (e2Campus).**
The Emergency Notification System is the best and quickest way to get information in an emergency. Emergency situations develop and change very quickly. The Emergency Notification System keeps you informed as things change. Go to www.cabrini.edu/txt to sign up for e2Campus.
- **Plan ahead.** The time to think about what you would do in an emergency is *now*.
Read through these procedures and consider how you would respond.
- **“If you see something, say something!”** Reporting crimes, suspicious behavior, and safety concerns to the Department of Public Safety helps to keep us all safe.
Program 610-902-8245 into your cell phone and don't hesitate to make a report.
- **Always carry your Cabrini University ID card.** In an emergency, you could find yourself locked out of your building or area, as some doors may lock to keep intruders out.
Carrying your ID card will ensure you can move about if necessary should doors be locked.

Preparing for an Emergency

1. Get a kit of emergency supplies. Be prepared to improvise and use what you have on hand to make it on your own for at least three days, maybe longer. While there are many things that might make you more comfortable, think first about fresh water and food. Always have a ready supply of water along with some non-perishable food—enough to get you through a few days.

2. Make a plan for what you will do in an emergency. Plan in advance what you will do in an emergency. Be prepared to assess the situation. Use common sense and whatever you have on hand to take care of yourself. Work out a communication plan with your family for the if cell service is not available. Consider how far you would have to travel to get home and where you might go if you were unable to initially go home. Do you have friends or relatives within driving distance to Cabrini? Communicate in advance with your family about what to do if you lose communication with them.

3. Be informed about what might happen. Some of the things you can do to prepare for the unexpected are the same for both natural and manmade emergencies. However, there are significant differences among potential terrorist threats, such as biological, chemical, explosive, nuclear and radiological, which will impact the decisions you make and the actions you take. By beginning a process of learning about these specific threats, you are preparing yourself to react in an emergency.

ISEP-1: Bomb Threats & Suspicious Packages

While not common, bomb threats and suspicious packages can happen at the University. In order to ensure the safety of students, faculty, and staff, and to minimize the disruptions caused by such threats (usually the goal of those making the threats), the following procedures should be followed.

**If you observe a suspicious object, package or potential bomb on campus,
DO NOT handle the object!**

- Clear the area and immediately call the Department of Public Safety at 610-902-8245 (or 8245 for campus phones).

Turn off all portable/hand-held radios and cell phones. Do not turn them on again until the situation has been cleared by emergency personnel.

Phone Bomb Threats

If you receive a bomb threat on the phone, it is imperative that you remain calm.

Any person receiving a phone call bomb threat should ask the caller:

- When is the bomb going to explode?
- Where is it right now?
- What does it look like?
- What kind of bomb is it?
- What will cause it to explode?
- Did you place the bomb?
- Why?

Keep talking to the caller as long as possible, listen carefully, and try to determine the following:

- Time of call
- Age and sex of caller
- Speech pattern, accent, possible nationality, etc.
- Emotional state of caller
- Background noise

The sample Bomb Threat Report Form located at the end of this ISEP should be used when dealing with such a call.

Report the incident immediately to the Department of Public Safety at 610-902-8245 or the police by dialing 911*. If at all possible, have another person call 610-902-8245 (or 8245 for campus phones) or 911* while you maintain a conversation with the caller.

The Radnor Police, along with the Radnor Fire Department, will handle all such threats. Evacuations will be ordered if police or fire officials determine they are necessary.

*You must dial 9 before dialing 911 from a campus phone.

Written Bomb Threats

If you receive a bomb threat via a letter or note, dial 610-902-8245 (or 8245 for campus phones) or 911* immediately, and:

- Make note of all persons that you know handled the note.
- Avoid excessive handling of the note. The police will want to check for fingerprints.
- Follow all instructions from responding emergency personnel.
- Evacuate if ordered to do so.

Radnor Police can, if needed, have the nearest police bomb disposal team respond.

Students, faculty, and staff should report any suspicious object in their area to the Department of Public Safety or dial 911*.

Do not touch the object! Do not open drawers or cabinets. Do not turn lights on or off. Police and fire officials will conduct a detailed bomb search.

In the event that an evacuation is ordered, walk quickly to the nearest marked exit and alert others to do the same. Evacuate to an open area where the possibility of a secondary device would be minimal.

Suspicious Mail or Packages

Not all dangerous packages or envelopes look suspicious, and not all suspicious looking packages are dangerous. Always use your best judgment. If you are concerned for any reason, do not handle the package.

Contact the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) or dial 911* for assistance. Never open or excessively handle any letter or package that you believe is meant to cause harm.

If you come across any letter or package that meets many of the criteria noted below, contact the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) or dial 911*.

Characteristics of Suspicious Packages/Letter:

- No return address
- Odd smell or sounds coming from the package
- Oily stains, leaking, or seepage from the package
- Wires protruding from the package
- Written directions indicating only a specific person is to open the package
- Packages that are addressed to a title only, without a name, or incorrect titles
- Restrictive markings, like “personal,” “private,” or “to be opened only by...”
- Excessive postage, no postage or non-canceled postage
- Excessive use of tape or unprofessionally wrapped packages
- A rigid or bulky envelope
- Misspelled words, poor handwriting, printing or typing
- Postmark showing a very different location than return address

*You must dial 9 before dialing 911 from a campus phone.

If you determine that the package or letter is suspicious:

- Gently set the package down and secure the area by closing doors.
- Call the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) or the police by dialing 911*.
- Do not attempt to further handle the package until it has been deemed safe by responding personnel. This will keep fingerprints to a minimum and will assist the police in identifying potential offenders.
- Do not attempt to destroy the package on your own.
- Determine who else in the office or on the campus may have legitimately handled the package and be ready to communicate this information to the police.
- Evacuate the area if ordered to do so by the authorities.

Dealing with an Opened, Threatening Package, or Envelope

If a threat is not identified or considered until after the package is open, it is most important to remain calm. By taking the following actions, you will limit the exposure of others to potential danger and will allow emergency personnel to treat you quicker, if necessary:

- Move away from the package, but do not leave the area that you are in, unless the package contains a type of bomb or other explosive device.
- Close any doors in the immediate area, and isolate yourself and anyone else that was in the immediate vicinity of the package. This may mean a temporary quarantine type of arrangement for you and anyone else in the immediate room.
- Do not allow any entry except by emergency response personnel.
- Call the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) or the police by dialing 911*.
- Follow all instructions from emergency personnel.
- Contact the Facilities Department and request that any air handling units not controlled locally be shut down.
- Shut off any air conditioners or fans.
- Make a list of any other persons who may have come in contact with the package, including those that may have handled it but not opened it. Be prepared to share this information with emergency responders.

Important: The goal of responding emergency personnel is to make sure you and any others remaining are taken care of. Stay calm and give the responders the time to formulate a proper response.

Be prepared to communicate over the phone with them for a time. They will get to you as soon as possible and they will arrange for medical treatment, decontamination, and any other services that you may require.

Bomb Threat Report Form

Date/Time Call Received _____

Call Received on Telephone Number _____

Name _____

Title _____

Ask the following questions of the caller:

When is the bomb going to explode? _____

Where is it right now? _____

What does it look like? _____

What kind of bomb is it? _____

What will cause it to explode? _____

Did you place the bomb? Why? _____

What is your name, what can I call you? _____

How can I reach you? _____

Caller's Voice:

Calm Soft Spoken Angry Excited/Fast Laughing Crying

Deep Voice High Voice Raspy Voice Disguised Voice Slow / Methodical Voice

Mechanical Sounding Loud Quiet Cracking Voice Slurred Speech Stuttering

Ragged / Deep Breathing Coughing / Clearing Throat

Accent / Country, if known _____ Sounded like _____

Other _____

Background Sounds:

Clear / None Vehicle / Traffic Noises Echoes PA System Clanking Dishes Television

Static Speaker Phone Long Distance Time Delay

Factory Equipment Office Equipment (keyboards, fax, etc.) Other Voices: Male Female Music:

Language of Threat:

Caller was: Well Spoken (educated) Foul Incoherent Irrational Taped Voice, Not Live

Message read by threat maker: _____

ISEP-2: Chemical or Radiation Spill/Release

A release is defined as any spilling, leaking, pumping, pouring, emitting, emptying, discharging, escaping, leaching, dumping or disposing into the environment, or any release which results in the exposure to persons within a workplace, or if any release escapes down the floor or sink drain or into the hall and is no longer confined to the laboratory.

If you discover a chemical spill or release from a container, tank or operating equipment:

- Immediately notify the Facilities Department at 610-902-8242 (or 8242 for campus phones) and the Department of Public Safety at 610-902-8245 (or 8245 for campus phones). When reporting, be specific about the nature of the involved material and exact location (building name, room number). If the substance is not immediately identifiable, do not take the time to identify it. The notifications to emergency personnel should be your first action.
- If the spill/release is *minimal*, do not pull the fire alarm *unless there is a fire*. Attempt to stop the release at its source, but assure that no danger to human health exists first. Simple procedures (turning valves, plugging leaks, etc.) may be attempted if there are no health or safety hazards and there is a reasonable certainty of the origin of the leak. *Do not attempt to clean up the spill.*
- If there is an *immediate* threat to human life (e.g., a fire in progress or fumes are overcoming anyone), pull the fire alarm. Request the assistance of the fire department's hazardous materials response team if an uncontrollable spill has occurred and/or if the spill has migrated beyond the site boundaries.
- The key person on site should vacate the affected area at once and seal it off by closing the doors to prevent further contamination of other areas until the arrival of fire department personnel. Then remove yourself and others from the area.
- Evacuate the building if first responders issue an evacuation order, and walk quickly to the nearest marked exit while alerting others to do the same. **Do not use elevators in case of fire!** Do not panic or cause others to panic.
- After an evacuation, when outside, report to your designated assembly point. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- If anyone has contact with the hazardous material, they should be isolated and await treatment by emergency personnel. Do not leave the site until you are cleared by emergency responders.
- Provide first responders with information about the spill, chemical, and the spill area.
- **Do not re-enter an evacuated building** unless told to do so by the Incident Commander or a University official, or only after an "All Clear" is announced by first responders or issued via the University's Emergency Notification System.

ISEP-3: Civil Disturbance or Demonstrations

Most campus demonstrations, such as marches, meetings, picketing, and rallies, are peaceful and people not involved should attempt to carry on business as usual. Avoid provoking or obstructing demonstrators.

There are three types of demonstrations:

Peaceful, Non-Obstructive Demonstrations

Generally, demonstrations of this kind should not be interrupted. Demonstrations should not be obstructed or provoked and efforts should be made to conduct University business as normally as possible.

Non-Violent, Disruptive Demonstrations

In the event that a demonstration blocks access to University facilities or interferes with the operation of the University, the Vice President for Student Affairs will go to the area and ask the demonstrators to desist.

If the demonstrators persist in the disruptive activity, they will be advised that failure to discontinue the specified action within a determined length of time may result in disciplinary action or possible intervention by Radnor Police. Except in extreme emergencies, the President will be consulted before such actions are taken.

Violent, Disruptive Demonstrations

In the event that a violent demonstration in which injury to persons or property occurs or appears imminent, the President and the Vice President for Student Life will be notified immediately and the following actions will be taken.

If a disturbance occurs or if a disturbance seems to threaten the occupants of or visitors to your building, report it immediately by calling the Department of Public Safety at 610-902-8245 (or 8245 for campus phones), and take the following actions:

- Alert all persons in the area of the situation.
- Lock all doors and windows.
- Close blinds to prevent flying glass.
- If necessary, your department/office may decide to cease work operations until the disturbance is quieted or dispersed.
- If it later becomes necessary to evacuate your building, follow directions from the Department of Public Safety and/or police.

A student demonstration will not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

- Interference with normal operations of the University
- Prevention of access to office, building, or other University facilities
- Threat of physical harm to persons or damage to University facilities

ISEP-4: Earthquake

During an earthquake, remain calm and quickly follow the steps outlined below:

- If *indoors*, seek refuge in a doorway or under a desk or table. Stay away from glass windows, shelves, and heavy equipment.
- If *outdoors*, move quickly away from buildings, utility poles, and other structures.
- **Caution: Avoid power or utility lines; they could be energized.**
- If in a motor vehicle, stop in the safest place available, preferably away from power lines and trees. Stop as quickly as safety permits, but stay in the vehicle for the shelter it offers.
- After the initial shock, evaluate the situation and if emergency help is necessary, call the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) or 911*. Protect yourself at all times and be prepared for aftershocks.
- Damaged facilities should be reported to the Facilities Department and the Department of Public Safety.
- If an emergency exists, activate the building fire alarm.
- When the building fire alarm is sounded, walk to the nearest marked exit and ask others to do the same.
- **Do not use the elevators in case of fire.** Do not panic or cause others to panic.
- After an evacuation, once outside, report to your designated assembly point at least 300 feet away from the affected building. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- **Do not return to an evacuated building** unless told to do so by the Incident Commander or a University official (e.g., Public Safety or Facilities).

*You must dial 9 before dialing 911 from a campus phone.

ISEP-5: Fire, Explosion

Fire

Before a fire occurs, know the location of fire extinguishers, fire exits, and fire alarm systems – known as “pull stations” – in your area and how to use them.

When a fire is detected:

- Activate the fire alarm system by pulling a fire alarm station on your way out of the building.
- If a minor fire appears controllable, immediately activate the building fire alarm, then promptly direct the charge of the fire extinguisher toward the base of the flame.
- Never attempt to control a fire unless the building alarm has been sounded, the evacuation has begun, and you have the training and ability to do so.
- If time permits, stabilize lab procedures, turn off stoves and ovens, and unplug or disable any device that could make a dangerous situation even worse.
- Close doors and windows as you leave if safe to do so. Closing doors confines the fire and reduces oxygen. **Do not lock doors!**
- **Do not use elevators!** Evacuate all rooms. Leave the building by walking quickly to the nearest marked exit and alert others to do the same as you leave.
- Feel doors before opening; if door is hot, don't open it.
- In the event of a fire, **dial 911*** and notify the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) when outside.
- If smoke is present, stay near the floor where air will be less toxic. Smoke is the greatest danger in a fire. If trapped, keep the doors closed and place cloth under them to keep out smoke.
- Signal for help by hanging an object (*e.g.*, a jacket or shirt) out of the window to attract attention.
- After an evacuation, once outside, report to your designated assembly point at least 300 feet away from the building. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- Notify emergency responders of anyone trapped, especially anyone with a physical disability who cannot evacuate.
- **Do not re-enter an evacuated building** for any reason unless told to do so by the Incident Commander or a University official (*e.g.*, Public Safety or Facilities), or only when an “All Clear” is provided by first responders or issued via the University's Emergency Notification System.

*You must dial 9 before dialing 911 from a campus phone.

Explosion

In the event of an explosion on campus, take the following action:

- Immediately take cover under tables, desks, and other objects, which will give protection against falling glass or debris.
- After the effects of the explosion and/or fire have subsided, **dial 911*** and notify the Department of Public Safety at 610-902-8245 (or 8245 for campus phones). Give your name and describe the location (building name, room number) and nature of the emergency.
- If necessary, or when directed to do so, activate the building fire alarm.
- When the building fire alarm is sounded or when told to leave by police, fire or University officials (e.g., Public Safety or Facilities), walk quickly to the nearest marked exit and ask others to do the same.
- **Do not use elevators in case of fire.** Do not panic or create panic in others.
- After an evacuation, report to your designated assembly point at least 300 feet away from the affected building. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- **Do not re-enter an evacuated building** unless told to do so by the Incident Commander or a University official (e.g., Public Safety or Facilities), or only when an "All Clear" is provided by first responders or issued via the University's Emergency Notification System.

*You must dial 9 before dialing 911 from a campus phone.

ISEP-6: Medical Emergency

When an injury or illness occurs, evaluate the situation and initiate appropriate action.

Minor injuries/illnesses

- In case of minor injury or illness, administer basic First Aid if you know how, and/or refer the person to BrynMawr Hospital or a family physician.
- Notify the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) so that a Public Safety Officer can respond and prepare the appropriate report with the University's insurance carrier if appropriate.

Serious injuries/illnesses

- In case of serious injury or illness, immediately call the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) or dial 911*.
- Do not move a seriously injured person unless there is a life threatening situation.
- Give your name, location (building name, room number), and telephone number.
- Provide as much information as possible regarding the nature of the injury or illness, whether or not the victim is conscious, etc.
- Do not hang up until directed to do so by the 911* emergency operator or Department of Public Safety dispatcher.
- Return to the victim, and keep the victim as calm and comfortable as possible.
- Remain with the victim. A Public Safety Officer will respond immediately to the scene and will summon additional medical personnel if necessary.

In the case of any injury involving a faculty or staff member, fill out the appropriate accident report forms as quickly as possible and forward them to the Office of Human Resources.

*You must dial 9 before dialing 911 from a campus phone.

ISEP-7: Psychological Crisis

A psychological crisis exists when an individual is threatening harm to himself/herself or to others, or is out of touch with reality due to severe drug reactions or a psychotic breakdown. A psychotic breakdown may be manifested by hallucinations, uncontrollable behavior, or the person could be a mental health hospital walk-away.

When a psychological crisis occurs:

- Never try to handle a situation you feel is dangerous. Don't endanger your safety.
- If you are in contact with a student who appears to be an immediate threat to his or her own safety or that of others, immediately call the Department Public Safety at 610-902-8245 (or 8245 for campus phones).
- Clearly state that you need immediate assistance. Give your name, location (building name, room number), and briefly describe the nature of the situation. **Don't hang up until told to do so.**
- If during regular business hours, should the situation warrant such action, Counseling and Psychological Services staff will be summoned.
- If during non-business hours, the Director of Counseling and Psychological Services will be notified and in consultation with Residence Life staff a determination will be made as to the need to summon an ambulance to transport the person in crisis to an appropriate medical facility.

Quick Reference for helping students having difficulties

Recognize Symptoms

- Significant change in academic performance or classroom conduct
- Unusual behavior or appearance
- Traumatic event or change in relationships
- Reference to suicide, homicide, or death

Respond to the Student

- Speak privately with the student.
- Directly and candidly discuss your observations and concerns.
- Offer support and assistance.

Refer to a Mental Health Professional at Counseling & Psychological Services

- Be caring, firm, and straight-forward in your referral.
- Consider calling from your office or escorting the student to the Counseling & Psychological Services Office (Grace Hall).

Consult with On-Campus Resources

Discuss your concerns about a student with any of the following on-campus resources:

- Counseling & Psychological Services: 610-902-8561
- Student Health Services: 610-902-8566
- Campus Ministry: 610-902-8225
- Dean of Students: 610-902-8416
- Provost: 610-902-8300

ISEP-8: Severe Weather and/or Campus Closures

Inclement Weather School Closing Policy

As Cabrini University is a residential campus, every effort will be made to keep the business of the Cabrini University running as close to a normal schedule as possible. However, if weather factors are unfavorable and not expected to improve, classes normally will be cancelled for the day. If there is a good chance that conditions will be acceptable by mid-morning, the opening of school will be delayed.

One-Hour Delay

In such delayed opening circumstances, a "one-hour delay" means that the 8:15 a.m. class will be cancelled and the school day will begin with the second regularly scheduled class at 9:40 a.m.

Two-Hour Delay

A "two-hour delay" implies that the first two classes will be cancelled, and the school day will begin with the third regularly scheduled class at 11:05 a.m. Occasionally, classes in the later afternoon and evening are cancelled when bad weather conditions develop during the day.

During Final Exams

A delay during final-examination week means that the first exam of the day (9–11 a.m.) is cancelled and will be rescheduled when appropriate. Students should contact their professors to schedule a make-up exam if weather conditions make it impossible for them to come to campus. Because commuter students, faculty, and staff travel from various locations and distances that may be more seriously affected by adverse weather than others, they are advised to exercise judgment about whether or not it is safe to drive to the University.

Procedure

The announcement concerning closing or delayed opening is normally made on:

- the University's weather hotline, 610-902-THAW (8429)
- the website, www.cabrini.edu
- the text-messaging system
- FOX 29 News by 6 a.m., & NBC10 after 6 a.m.

In the case of an announced delayed opening, if the situation should worsen and if a subsequent decision is made to cancel classes and close the University, a **closing** announcement will normally be made by 8 a.m. Cabrini faculty, staff, and students are therefore advised to **re-check** the announcements until 8 a.m., prior to departing for school or work.

Evening class closure announcements will be made in the same manner on:

- the University's weather hotline, 610-902-THAW (8429)
- the website, www.cabrini.edu
- the text-messaging system
- KFOX 29 News normally prior to 2 p.m.

If weather conditions change, a closing announcement may be made up to 4 p.m. Cabrini faculty and students are therefore advised to **re-check** the announcements until 4 p.m., prior to departing for evening classes.

Friday Evening and Saturday Class Cancellation or Postponement of Classes

Classes and workshops on Friday evening and Saturday will be held as scheduled unless the instructor has directly contacted the students otherwise. Off-campus programs are subject to the closing procedures of the host school.

Cabrini's closing information does not extend to off-campus locations. For more information, contact the Graduate Studies office at 610-902-8500.

Staff Information

In the case of a delayed opening, staff employees are expected to arrive at work as soon as the University is open or at the beginning of their normal work shift, whichever is later.

- For a one-hour delay, offices will open no later than 9 a.m.
- For a two-hour delay, offices will open no later than 10 a.m.

When the University is Not Closed

When the University is open, all students and employees are expected to report to campus. Appropriate precautions should be taken, such as an earlier-than-usual departure from home to compensate for travel delays.

Tornado-Hurricane Preparation

Tornado Watch – indicates that atmospheric conditions in a given geographic area are conducive only; all normal activity is to continue. However, all University departments and offices are to have personnel available to monitor official University communications and disseminate messages. Communications shall be monitored as long as scheduled uses of the buildings continue. All watches are canceled by official notification only.

Tornado Warning – indicates that a tornado has been sighted and is a definite threat to a given geographical area. Upon notification that a tornado warning has been issued for the Philadelphia area, the Department of Public Safety and/or other University or local police/fire personnel will evacuate all persons in their respective areas of responsibility to the predetermined safest area of the buildings. Tornado warnings are canceled by official notification only.

- If a tornado Warning is in effect at class dismissal time, students must be retained in a safe area in the building until weather conditions permit their release.
- Personnel should be located in corridors as far as possible from all exterior walls, especially if these walls contain windows or doors.
- Exterior windows should not be opened, and entry doors should remain closed.
- Persons outside or in automobiles shall take cover in the nearest building.

ISEP-9: Active Shooter

If you become aware that an active shooter incident is occurring near you, either because you hear actual gunfire or have been told about such an occurrence by another person or through the University's Emergency Notification System, your main focus should be on quickly determining the best way to protect your life.

If you are outdoors and the incident is occurring in your hearing or vicinity:

- **RUN!** if it is safe to do so, and move far away until you are in a safe location; or
- Take shelter inside the nearest building.
- If you can't safely get away from the threat because of its proximity to you or the lack of a nearby building, **HIDE** as best you can or **TAKE COVER** behind any physical object that can provide a shield for you (a large tree, wall, dumpster, trash receptacle, etc.)

If you are in the building where the shots were heard:

- **GET OUT! – RUN – EVACUATE!** If this is the best strategy at the moment and you can do so safely without running into the line-of-fire or encountering the shooter.
- Leave your belongings (backpack, books, purse, etc.) behind. They can be replaced, you can't be.
- **HELP OUT** - Help others escape, and warn people not to enter an area where the active shooter may be.
- As you exit the building, keep your arms raised above your head and keep your hands visible to responding police officers.
- **HIDE OUT** - If you can't evacuate safely. Hide in an area where you are well protected and out of the shooter's view.
- **SPREAD OUT** - If there's sufficient space. Don't bunch together. Stay low to the floor.
- **KEEP OUT** - To prevent the shooter from entering your hiding place, lock the door, if possible; block entry by using heavy items to barricade the door (e.g., copier machines, desks, heavy bookshelves, etc.); close, cover, and move away from exterior and interior windows.
- Remain quiet. Silence your cell phone. Advise everyone in the room to remain calm.
- **FIGURE OUT** - If you can safely do so without revealing your location, call 911* and provide information that can assist responding police officers, e.g., the last known location of the shooter, the number and physical descriptions of the shooters, the number and types of weapons being used (if you can determine), the number and location of any victims, your exact location.
- **TAKE ACTION – RESIST – FIGHT!** As a last resort and only when your life is in imminent danger, attempt to incapacitate the shooter. Act with physical aggression. Throw items (books, chairs, fire extinguishers, etc.) at the shooter if possible.

Ye!!! Commit fully to your actions. Don't hesitate or hold back, because your life and the lives of others are at stake.

[See *Annex K* for the Active Shooter Policy.]

ISEP-10: Building Evacuations

Building Evacuation

- Except in the case of an Active Shooter incident, buildings shall be evacuated by activating the fire alarm or, in the event that the alarm is not functioning, by word-of-mouth among the occupants or by use of a portable loudspeaker.
- All building occupants are required to evacuate when the fire alarm sounds or upon the order of an authorized University official such as a Public Safety Officer.
- Members of the Department of Public Safety will key into rooms to ensure that everyone has left the building.
- If time permits before leaving, stabilize lab procedures, turn off stoves and ovens, and unplug or disable any device that could make a dangerous situation even worse.
- Move to the closest exit and proceed down a stairwell marked "EXIT" in a safe and orderly manner.
- **Do NOT use elevators!**
- After evacuating the building, report to your designated assembly point at least 300 feet away from the affected building. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- Notify emergency responders of anyone trapped, especially anyone with a physical disability who cannot evacuate.
- **Do not go back in the building** for any reason until an authorized University official or other emergency responder (police, fire, EMS) deems it safe to re-enter.
- If safe re-entry is unlikely within a reasonable time, nonessential faculty and staff and non-resident students shall be directed to leave the campus if it is safe to do so. Temporary housing of resident students shall be managed by Residence Life staff.

Large-Scale Evacuation

- If evacuation of part or all of the campus is necessary, monitor the University Emergency Notification System and the University website for additional information.
- Those in need of transportation will be directed to areas to await transport to an off-campus site.

Evacuating the Disabled

Pre-planning is important. If you may need assistance evacuating in an emergency, you should pre-plan and contact the Disabilities Resource Center at 610-902-8572. The Disabilities Resource Center staff works with the Department of Public Safety regarding the living arrangements and class schedules of disabled students. Physically disabled employees should contact the Department of Public Safety directly for assistance in pre-planning.

- Evaluate your need to identify yourself as someone who requires assistance during an evacuation. Some people who may need assistance have no visible disability. Master the skill of giving quick information on how best to assist you. Be clear and concise. If you have difficulty speaking, consider using a carry-with-you preprinted message.

- Establish a personal network consisting of people who are regularly in the same area as you. Do not depend on any one person as they may not always be available. Assess your own abilities and communicate your capabilities and limitations to those in your network.
- Determine all your evacuation options and prioritize them. Consider the pros and cons of each:
 - Being carried – You have a chance to get out but you and/or your helpers may be injured in the process.
 - Evacuation chairs – Evacuation chairs are safer than being carried and you don't have to wait for the fire department to reach you. These take practice to use safely, however, and the device has to be nearby. The Department of Public Safety is equipped with stair chairs to assist in the evacuation of the handicapped.

Procedures for Evacuating the Disabled

- Attempt a rescue evacuation only when a physically disabled person is in immediate danger and cannot wait for assistance from Public Safety Officers or fire personnel.
- If the disabled person prefers not to be evacuated, the disabled person should be moved to the nearest stairwell, or a room with the door shut which is well clear of any hazardous area. At least one person should wait with the disabled person.
- Ask others leaving the building to notify emergency responders that a physically disabled person needs assistance in evacuating. Give the specific location of the disabled person.
- If waiting for rescue is not an option, two physically capable occupants of the building should be invited to volunteer to assist the disabled in evacuating. Ask how the disabled person can best be assisted or moved, and whether they require any special considerations or items that need to come with the person. Keep in mind that you may need to clear debris in order to safely evacuate.
- Do not use elevators unless told to do so by emergency responders.

ISEP-11: Shelter-In-Place/Lockdown

Shelter-in-place is designed to keep you safe while indoors if dangerous environmental conditions exist, such as extreme weather or a hazardous materials release.

An imminent threat of violence may also be cause for a lockdown of all or part of campus. Some exterior doors will lock automatically. Emergency responders will lock others manually.

The goal is to limit exposure of students, faculty, and staff to danger by preventing dangerous persons from entering campus buildings.

When taking shelter-in-place, members of the University community should find a place to hide where the cause of the threat is less likely to affect them.

If a shelter-in-place/lockdown is ordered:

1. If outside, seek shelter in the nearest building, preferably in an interior room with few windows.
2. **Stay inside!** Do not leave the building unless an imminently dangerous situation arises inside.
3. When inside, or if already indoors, use your best judgment to allow access to others seeking shelter.
A Shelter-in-Place order may mean that there are dangerous environmental conditions or that there is a known threat of violent behavior. Allowing others into the building will not necessarily jeopardize your safety.
4. When allowing others seeking shelter to enter, require that all backpacks and other bags be left at least 30 feet from the building, and require that the person seeking shelter open all outer garments for inspection before entering.
5. If in a hallway or open area, get into a room and lock/secure the door if possible.
Avoid overcrowding by selecting several rooms if necessary.
6. Close, cover, and move away from exterior and interior windows and any other openings to the outside.
7. Draw/close blinds and shades, and avoid being seen from outside the room if possible.
8. Block entry to the hiding place by using heavy items if available to barricade the door (e.g., copier machines, desks).
9. Remain quiet, and silence cell phones.
10. Report any unusual condition to the Department of Public Safety.
11. Monitor the Cabrini University Emergency Notification System and the University website for further instructions.
12. Continue to shelter-in-place until instructed to evacuate by an identifiable Police Officer, firefighter, EMS personnel, or member of the Department of Public Safety, or until you receive an "all clear" message from the Cabrini University Emergency Notification System or the University website.

[See *Annex G* for the Campus Emergency Lockdown Procedure.]

ISEP-12: Hostage Situation

An active shooter incident is not to be confused with a hostage/barricade incident in which harm is being threatened but no killing or serious physical harm is taking place. However, any active shooter incident can quickly transition into a hostage/barricade incident if, at any point during the incident, the shooter becomes cornered or ceases his/her deadly behavior and barricades himself/herself in a room.

If you hear or see a hostage situation:

Immediately remove yourself from any danger and notify the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) or call 911*. Be prepared to provide the following information:

- Location and room number of incident
- Number of possible hostages and hostage takers
- Physical description and names of hostage takers, if possible
- Any weapons the hostage takers may have
- Your name, location and phone number

If you are taken hostage:

- Remain calm, be polite, and cooperate with your captors.
- DO NOT attempt escape unless there is an extremely good chance of survival. It is safer to be submissive and obey your captors.
- Speak normally. DO NOT complain, and avoid being belligerent or argumentative.
- DO NOT draw attention to yourself with sudden body movements, statements, comments, or hostile looks.
- Observe the captors and try to memorize their physical traits, voice patterns, clothing, or other details that can help provide a description later.
- Avoid getting into political or ideological discussions with the captors.
- Try to establish a relationship with your captors and get to know them. Captors are less likely to harm you if they respect you.
- If forced to present terrorist demands to authorities, either in writing or on tape, state clearly that the demands are from your captors. Avoid making a plea on your own behalf.
- Try to stay low to the ground or behind cover from windows or doors, if possible.

In a rescue situation:

- Do not run! Drop to the floor and remain still. If that is not possible, cross your arms, bow your head, and stand still. Make no sudden moves that a responder may interpret as hostile or threatening.
- Wait for instructions and obey all instructions you are given.
- Do not be upset, resist, or argue if a rescuer isn't sure whether you are a terrorist or a hostage.
- Even if you are handcuffed and searched, DO NOT resist. You will be taken to a safe area, where proper identification and status will be determined.

Annex A

LEVELS OF EMERGENCIES & ASSESSING THREATS

The following will be used to assess a threat or emergency on campus:

Level I – MINOR EMERGENCY: Any incident, potential or actual, which will not seriously affect the overall operation of the Radnor campus. May use existing procedures and resources to respond. Decentralized coordination.

Some examples of a minor emergency are: brownout, water leak, false fire alarm, or maintenance problem, and any problem with negative public image, etc.

Level II – MAJOR EMERGENCY: Any incident, potential or actual, which affects an entire building or buildings, or which disrupts the overall operation of the Radnor campus. Outside emergency services will probably be required, as well as a major response from University support services. Major policy considerations may be required from the University administration during these conditions. Requires coordination of many procedures and resources.

Decentralized or centralized coordination. *Some examples of a major emergency are: power outage, fire, major vehicle accident, snow emergency, bomb threat, HAZMAT spill, etc.*

Level III – DISASTER OR CATASTROPHE: Any event or occurrence that seriously impairs or halts the operations of the Radnor campus. In some cases, mass casualties and severe property damage may occur. A coordinated effort of all campus-wide resources is required to effectively control the situation. Centralized coordination and direction.

The campus may not be able to respond adequately. Outside emergency services may be required. In all cases of disaster, a Field Command Post will be established, and the appropriate support and operation plans will be executed.

Some examples of a disaster are: hurricane, tornado, flood, serious fire, total campus blackout, chemical or biological attack, nuclear disaster, active shooter, barricaded subject/hostage, etc.

The following is a list of potentially hazardous situations and emergencies according to type of risk and threat level.

a. Natural Risks:

LEVEL II

1. Lightning
2. Hail
3. Snow/Ice
4. Cold Weather
5. Sinkhole
6. Drought

LEVEL III

1. Hurricane
2. Tornado
3. Earthquake
4. River Flood
5. Mudslide
6. Fire (wildfire)

b. Human-made Risks:

LEVEL I/II

1. Internal Accident
2. Computer Viruses
3. Transportation Disruption/Road Closing
4. Theft/Fraud/Embezzlement
5. Disabled Persons
6. Death/Suicide of Member of Campus Community

LEVEL II

1. Workplace Violence/Weapon on Campus
2. Hazardous Materials Spill
3. Bomb Threat/Explosion
4. Sabotage/Vandalism
5. Basic Services Interruption

LEVEL III

1. Government State of Emergency/Natural Disasters
2. External Accidents (plane crash, train derailment)
3. Nuclear Accident/Radiation Exposure
4. Terrorism/War
5. Civil Disturbance
6. Active Shooter/Armed Subject on Campus
7. Barricaded Subject/Hostage Situation
8. Serious Fire

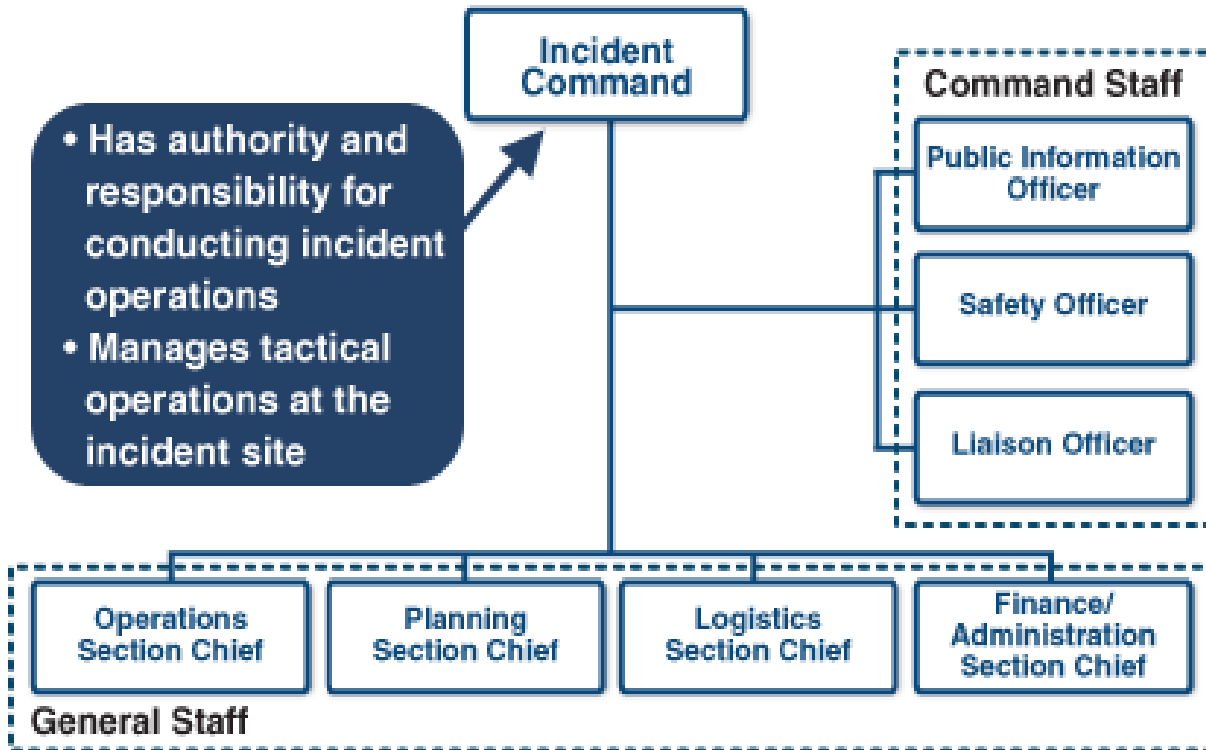
c. Other Risks/Concerns:

LEVEL III

1. Disease/Epidemic/Public Health Emergency
2. Campus Evacuation

Annex B

INCIDENT COMMAND SYSTEM STRUCTURE



Public Information Officer/Section: is responsible for releasing information about the emergency incident to the news media.

Safety Officer: is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety.

Liaison Officer: is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities (e.g., Cabrini University ERT).

Operations Section: is responsible for developing tactics needed to support the Incident Commander.

Logistics Section: is responsible for providing and coordinating all support for the emergency response operation; includes equipment, personnel, and rest/rehabilitation activities.

Finance & Administration Function: is responsible for assessing the cost of alternative operations; making reimbursement decisions, arrangements for financing of necessary provisions (e.g., food and gasoline); addressing any other financial issues that may arise in the course of the operational response.

Annex C

DUTIES OF EMERGENCY RESPONSE TEAM (ERT) MEMBERS

Emergency Response Officer

- Maintain direct communication and liaison with other key University personnel, as well as extra-campus agencies (police, civil defense, and other governmental agencies).

Vice President for Finance/Treasurer

- Establish 24-hour service at switchboard.
- Establish a dedicated line with taped updates on the situation, as well as an 800 telephone number, so people can inquire about family members.
- Establish emergency meal hours, if necessary.
- Secure emergency food supplies.

Vice President for Student Life

1. Evacuation of Residence Halls and emergency housing
 - a. Arrange for the evacuation of University residents from vulnerable areas.
 - b. Reassign resident students in threatened or affected areas to University residence halls (available rooms and lounge areas), at other locations, and Founder's Hall.
 - c. If the University campus needs to be evacuated, reassign resident students to a local township facility (*i.e.*, Radnor High School gymnasium, etc.)
 - d. Arrange housing for stand-by crews.
2. Medical Facility and Supplies
 - a. Maintain 24-hour operation of the Student Health Center.
 - b. Maintain adequate emergency medical supplies.
 - c. Act as a liaison with the Red Cross and/or other medical agencies.
 - d. Crisis Counseling - offer immediate group and individual counseling.

Provost/Vice President for Academic Affairs

Make decisions as appropriate regarding academic programs.

Director of Marketing and Creative Services

1. Coordinate and manage office, which serves as a clearinghouse for all news and public information emanating from the campus.
2. Answer all questions asked by reporters or prepare appropriate individuals for same.
3. Oversee press conferences, if necessary.
4. Advise the University community concerning damage, progress, and recovery.

5. Respond to outside requests for information; prepare written statement(s); and prepare individuals for interaction with media.
6. Respond to questions by members of the internal University community.
7. Direct messages on the University's website (if up and running), in addition to other means of communication.
8. Provide pictorial coverage of the campus and the vicinity for historical and public information purposes.

Director of Public Safety

1. Serve as Emergency Response Officer.
2. Provide on-campus security.

Director of Facilities

1. Supervise student, staff, faculty, and non-University volunteers in the removal of contents from affected buildings.
2. Shut off gas, steam, electricity and other utilities in affected areas, as required.
3. Remove containers of hydrogen, oxygen, acetylene, propane, and other dangerous or toxic gases and hazardous materials from affected areas, as required.
4. Provide physical barriers, barricades to safeguard hazardous areas.
5. Provide purification agents.
6. Determine emergency water locations.
7. Post signs on water fountains and sinks in affected buildings indicating:
"DO NOT USE --- NEAREST SAFE WATER POINT _____"
8. Instruct personnel to fuel all University vehicles and gasoline operated equipment.
9. Assure availability/operation of emergency generators.
10. Arrange switching for alternate power feeds and distributions.
11. Dispatch portable power units and operators to provide essential power to meet special demands.

Annex D

EMERGENCY RESOURCES DIRECTORY

Police

Radnor Township Police	
Emergency	911
Administrative	610-688-5600
Chester County Tredyffrin Township	
Emergency	911
Administration	610-644-3221
Pennsylvania State Police	
Troop K HQ	215-560-6200

Fire Department

Radnor Fire Company	
Emergency	911 / 610-688-0450
Office	610-688-0503

Ambulance

Radnor Fire Company Ambulance	
Emergency	911

Emergency Management

Delaware County Emergency Management	610-565-8700
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Other Law Enforcement

Delaware County Sheriff	610-891-4296
F.B.I. Newtown Square	610-353-4500
U.S. Secret Service	215-597-0600

Hospitals

Bryn Mawr Hospital	610-526-3000
Lankenau Hospital	610-645-2000
Paoli Memorial Hospital	610-648-1000

Utilities

PECO - Electric & Gas (general emergencies)	800-841-4141
Aqua Water Company	610-525-1400
Verizon (Telephone Repairs)	800-499-7878

Other Government Offices – State

Attorney General	215-560-2402
EPA (Region 3)	800-438-2474
State Government Information	800-932-0784
Department of Health for Delaware County	610-447-3250
PA National Guard (Bomb Disposal)	717-861-2811

Food, Clothing, & Shelter Assistance

American Red Cross (Rosemont)	215-545-4553
Salvation Army	610-583-3720

Area Schools

Eastern University	610-341-5800
Valley Forge Military Academy & College	610-989-1200
Rosemont College	610-527-0200
Villanova University	610-519-4500
Bryn Mawr College	610-526-5000
Radnor School District	610-688-8100
Archbishop Carroll High School	610-688-7610

Hotels

Radisson Valley Forge Hotel &	610-337-2000
Holiday Inn (King of Prussia)	610-768-9500
Courtyard by Marriott (Devon)	610-687-6633
Valley Forge	610-687-6700
Dolce Valley Forge	610-337-1200
Radnor Hotel	610-688-5800
Wayne Hotel	610-687-5000

News - Electronic & Print

Radio (KYW)	215-238-1060
6 (ABC) - TV	215-878-9700
10 (NBC) – TV	610-668-5510
3 (CBS) – TV	215-977-5300
Philadelphia Inquirer	215-854-4500
Associated Press	215-561-1188

Miscellaneous

Philadelphia Airport	
FAA Control Tower (Radar)	215-492-4123
Operations Manager	215-492-4129
Philadelphia Police Ordinance Disposal Unit	215-685-8013
Poison Information Center	215-386-2100 / 800-222-1222
Toxic Chemical & Oil Spills	800-424-8802 / 911

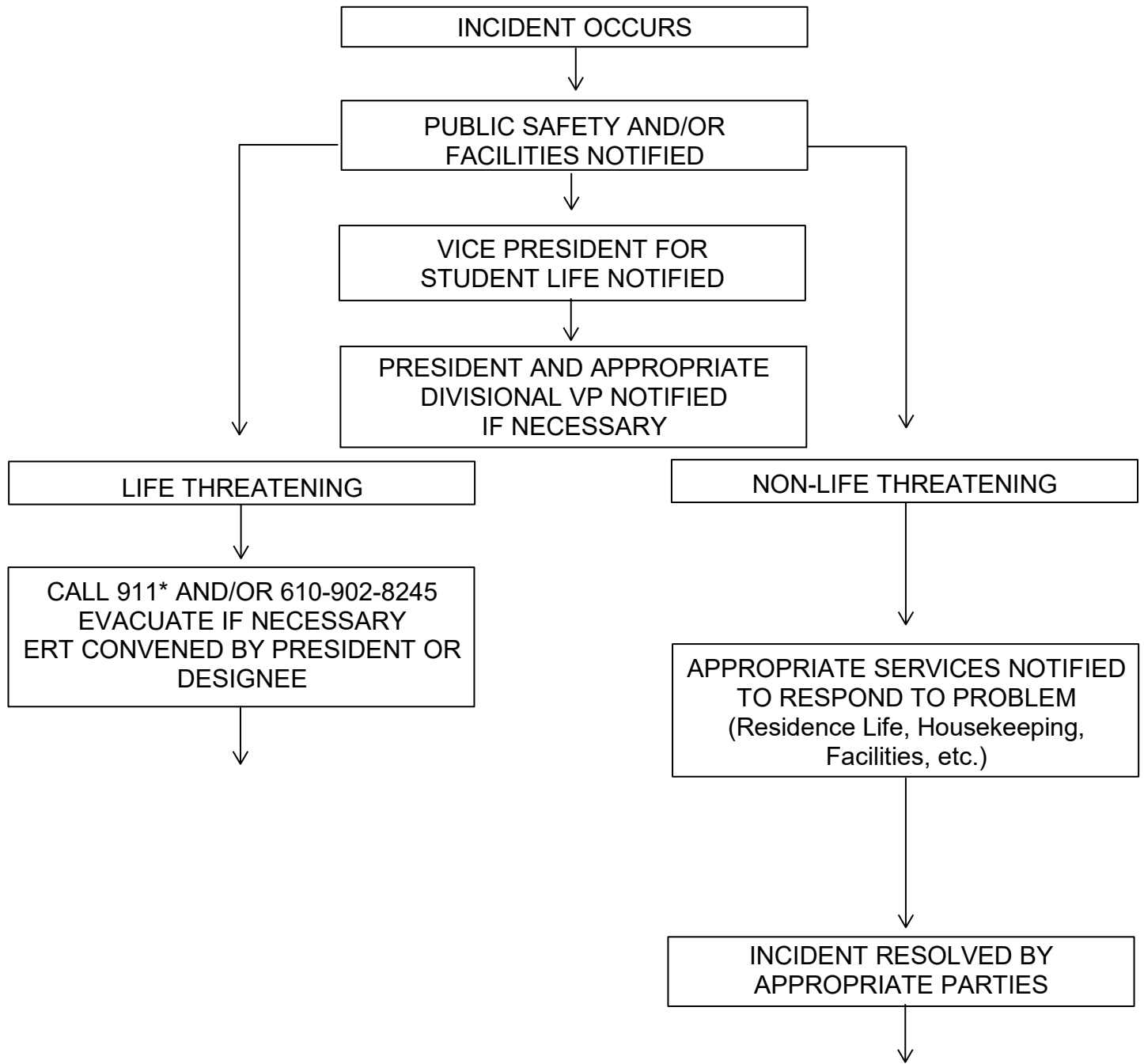
Annex E

CRISIS MANAGEMENT REQUIREMENTS AT EOC

1. Emergency lighting
2. Emergency electrical powered outlets
3. Computer data lines (2 minimum)
4. Dedicated telephone line (that bypasses the telephone switching system)
5. Television cable outlet
6. Cellular telephones (brought by responding members of ERT)
7. Portable/hand-held radios (to be delivered by Public Safety to EOC as soon as location is identified)
8. Food and water
9. Emergency response kit (to be delivered by Public Safety to EOC as soon as location is identified)
10. Aerial maps of the campus
11. Local area maps of surrounding streets
12. Campus map
13. Phone books
14. Building floor plans
15. Employee and faculty rosters with phone numbers
16. Building keys
17. Alarm and sprinkler suppression procedures
18. Utility shut off locations
19. Key responder emergency contact numbers
20. Designated staging areas
21. Emergency Resources Directory with phone numbers
22. Evacuation sites and routes
23. First aid supplies and their locations
24. Student photos or the ability to retrieve them from Banner or iParq

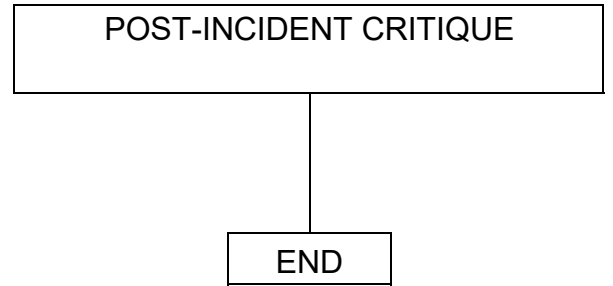
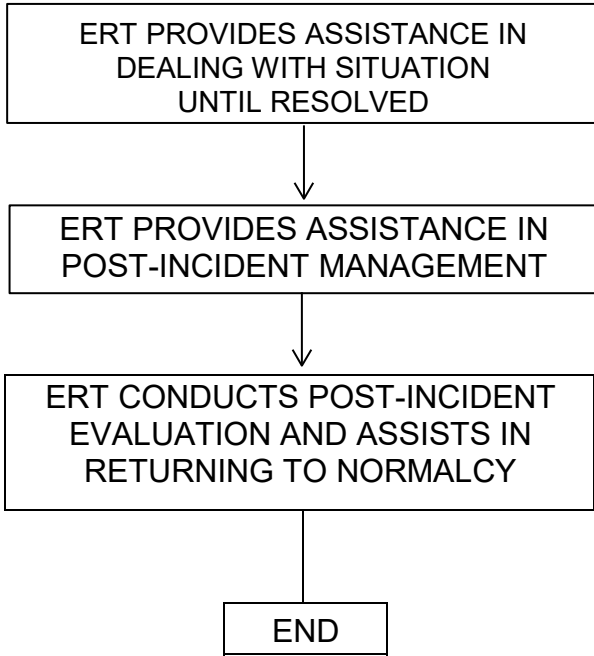
ANNEX F

EMERGENCY RESPONSE FLOWCHART



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Annex G

CAMPUS EMERGENCY LOCKDOWN PROCEDURE

1. Introduction

The Campus Emergency Lockdown Procedure shall be implemented if a hostile intruder or active shooter emergency is declared on campus.

2. Definition of a Hostile Intruder Incident

- A. A hostile intruder incident is declared when there is a serious risk of danger to the faculty, staff, and students of the University from an armed or dangerous person(s) on campus.
- B. This procedure may also be put into effect for other situations, such as external hazardous chemical or biological releases and, with some modification, hurricane and tornado emergencies.
- C. The authority to declare a campus Emergency Lockdown (or "Shelter-in-Place") rests with the University President or his/her designee.

3. Lockdown Notifications and Communications

- A. If a situation that may require an Emergency Lockdown is discovered, the individual making the discovery shall immediately contact the Department of Public Safety and provide as much information as possible.
- B. An Emergency Lockdown (or "Shelter-in-Place") will be announced by electronic notification via the University website at www.cabrini.edu, text message, and email.
- C. Fire evacuation alarms are *not to be pulled / activated*.

4. Facility Lockdown Notification Procedure

- A. If a hostile intruder or active shooter incident occurs or threatens to occur on the Radnor campus, the on-duty Public Safety Supervisor (or senior Public Safety Officer, if a Supervisor is not present) shall immediately notify the Radnor Police Department and the Director of Public Safety; and coordinate with Radnor Police as to which campus gate they will be entering.
- B. During normal business hours, the President's Office, Vice President for Finance/Treasurer, Vice President for Student Life, and Dean of Students shall also be notified.
- C. The campus shall be notified as soon as possible via text message and University email through the University Emergency Notification System, as well as a posting on the University website.

- (1) The initiation of the Emergency Notification System is the responsibility of the Director of Public Safety or his/her designee.
- (2) The Emergency Notification System will provide pertinent information to students, faculty, and staff regarding specific directions to be undertaken during emergency situations being mitigated by the University's Emergency Response Team in conjunction with local authorities.
- (3) Notifications shall be accomplished by mass-broadcast of pertinent details of the emergency to all opted-in* cellular telephones, mobile devices, email, desktop alerts, and other electronic text-delivery devices utilized by students, faculty, staff and ancillary personnel.**
- (4) The content of text messages relating to an Emergency Lockdown situation will contain basic information/instructions and refer the recipient to the University website and University email for additional details and updates.

D. When an Emergency Lockdown notification is received, it shall be the duty of each faculty and staff member to alert everyone in their immediate area/location about the content of the notification. Every effort should be made to lock or block all access doors and close window coverings in the area without compromising personal safety.

5. Facility Lockdown Procedures

Follow these general guidelines for Facility Lockdown:

1. Lock classroom and other doors if possible.
2. Barricade the door with large, heavy items (copiers, desks, book cases, shelves, etc.)
3. Close windows and window treatments.
4. Turn off lights.
5. Remain quiet and do not enter hallways.
6. Silence all electronic devices.
7. Crouch down in areas that are out of sight from doors and windows.
8. Do not gather together. Spread out if there is sufficient space.
9. Should the fire alarm sound, do not evacuate the building unless you have first-hand knowledge that there is a fire in the building or you have been instructed to do so by an identifiable member of the Department of Public Safety, Radnor Police, or the Radnor Fire Department.
10. If out in hallways when the lockdown is announced, seek shelter in the nearest classroom or office.
11. If in outdoor areas, immediately take cover or return to the nearest building if it is safe to do so.
12. If the threat is outdoors on campus grounds, all outdoor activities should be cancelled.
13. Do not leave cover or the area in which you have taken shelter until you are instructed to do so by authorized emergency personnel or receive an "All Clear" update message through the Emergency Notification System.

* Students, faculty and staff must register their communication devices online to receive emergency electronic device notification (at no charge to register or receive notifications).

** Because of topographical limitations, service may not be available in all campus locations.

Annex H

Emergency Notification

Pre-Crisis Considerations

Cabrini University will make every attempt to communicate to the campus community before, during, and after emergencies. This includes providing detailed instructions to the campus about the emergency and what actions are necessary to ensure the safety of all students, faculty, staff, and the general public.

In an emergency, the University will speak with one voice. All informational communications regarding emergencies to students, faculty, staff, the public and the media will be made by the Office of Marketing & Communications (OMC) or designated representative. OMC will work with emergency responders through a pre-defined process to ensure all information reported is timely, factual and informative.

Immediate decisions and orders requiring evacuations will be made by on-scene emergency personnel. They may rely on OMC to forward information through other means, such as text messaging or University webpage postings. The content and timeliness of a message during an emergency can have catastrophic consequences if done incorrectly. It is imperative that only a properly trained manager, director, or higher level staff members within the Cabinet, ERT, or the Department of Public Safety are charged with this responsibility.

Emergency Communication Methods

Cabrini University has many communication tools that can be utilized to inform the campus community during an emergency. Not every tool listed here should or can be used in every situation. Each has limitations and risks and is not appropriate for every emergency situation.

- Cabrini University Emergency Notification System (text, email, desktop alerts, Cabrini outside PA system.)
- Cabrini.edu website
- Social Media sites (Facebook, Twitter, etc.)
- Local TV and Radio Stations

Emergency Notification System

The University's Emergency Notification System serves as both an emergency communication method and a way of communicating specific situations to the campus community in a timely manner.

Except for the specific instances noted below, the system should be considered an emergency communications tool, and as such should only be utilized for active threats, that is, when the safety of the entire campus, or a large portion of it, are threatened.

The system can also be used for events or occurrences that, although not rising to the level of an emergency, could still impact the campus in a negative way.

Examples of such use include: informing students, faculty, and staff of campus-wide threats to life and property, campus closures and University-wide class cancellations, and incidents such as prolonged power or system outages that could severely impact normal University operations.

The system should not be used when an incident is isolated, impacts a small area of the campus, and/or poses no threat to safety.

Cabrini University uses the emergency notification system called e2Campus that employs text messaging, email, and desktop alert messages to alert students, faculty and staff to potentially dangerous situations on campus.

In the event of such an emergency, the University will issue such emergency notifications or, if appropriate, “timely warnings” to students, faculty and staff about emergency situations or crimes occurring on or proximate to the campus, when those crimes are determined to represent a potential threat to their safety and if self-protective actions should be taken, regardless of whether or not the alleged victim and/or perpetrators are members of the

Cabrini community.

Text Messages

There are preset text messages that can go out almost immediately. Other messages can be crafted as needed. It is most important, however, that messages never exceed 140 characters/spaces. Below are samples of these messages:

Message Number	Emergency Message (17 characters)	Type of Emergency	Emergency Text Message Word count limited to 140 characters
1	Emergency Message	Campus Fire	Major Fire at (location). Fire and Police on location. Avoid area. See www.cabrini.edu/fire for more info.
2	Emergency Message	Weather Emergency	Life threatening weather conditions exist—seek indoor shelter immediately until further notice. See www.cabrini.edu/weatherens .
3	Emergency Message	Power Outage	Power outage on campus. PECO notified. Facilities responding.
4	Emergency Message	Emergency Situation - Lockdown	Emergency at (location), evacuate area immediately, all others lockdown/shelter in place. www.cabrini.edu/lockdown
5	Emergency Message	Shooting	Shooting at (location). Go to secure location and deny entry now! www.cabrini.edu/shooter .
6	Emergency Message	Secure and Deny Entry	Emergency at (location). Seek indoor shelter and deny entry NOW until all clear given.
7	Emergency Message	THIS IS A TEST	TEST of the University Alert Emergency Notification System. This is only a test. See www.cabrini.edu for more info.

Text messages shall be sent by the system’s vendor or by any other University department for any non-emergency reasons unless the Cabinet has approved the use, and then only when the messages are identified to the recipients as something other than emergency communications.

The President, Provost, Vice President of Finance/Treasurer, Vice President for Student Life, or Director of Public Safety may authorize the use of the text alert system at any time.

Campus closures and class cancellation notices are authorized by the Provost or the President using the protocol set forth in ISEP-8 "Severe Weather and/or Campus Closures."

Email

The email component of the University's Emergency Notification System is used to provide additional and often more detailed information to the entire campus.

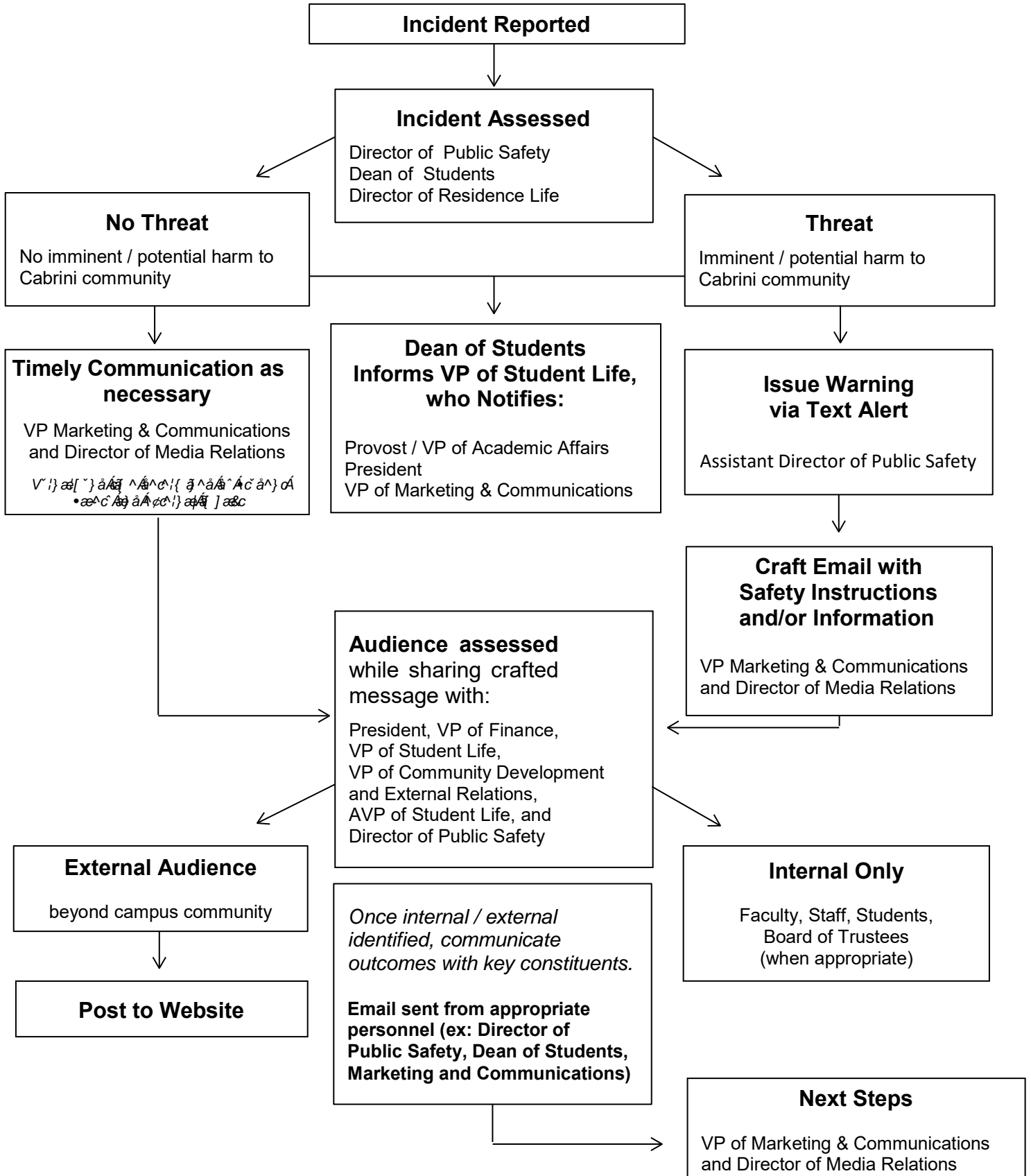
It can be used to direct information to specific groups, such as faculty, staff, on-campus residents, etc., depending upon the list-serve used. It can also be used to inform alumni and student families, as needed.

Email is effective in providing regular updates and information on specific actions to take, notify of situation changes, and explain on-going incidents. However, even then, readers should be directed to the University website to obtain further information.

With very few exceptions, email notices are not delivered to a majority of off-campus groups that may have an interest or a need to know during an emergency event.

Annex I

Emergency Notification System Flow Chart



Annex J

POLICY ON ISSUING TIMELY WARNINGS

Purpose & Scope

The University will issue “timely warnings” to students and employees about certain crimes occurring on or proximate to the campus, when those crimes are determined to represent a potential threat to their safety and self-protective actions should be taken, regardless of whether or not the alleged victims and/or perpetrators are members of the Cabrini community.

Such warnings are issued to comply with federal law as contained in the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act.

Timing & Distribution

Timely warnings will be issued as quickly as pertinent information is available to enable students and staff to take self-protective measures. They will be disseminated via one or more of the following methods used individually or in combination:

- the University’s Emergency Notification System (text, email)
- verbal instructions or information issued by University personnel
- notices posted throughout campus buildings and in the student newspaper

Timely warnings using these methods may be issued simultaneously or staggered as required to provide relevant information and achieve the intent of promoting safety.

Content

Timely warnings issued via the University’s Emergency Notification System will report that an incident has occurred, issue brief instructions about self-protective measures to be taken immediately, and reference where additional information will be posted as it becomes available.

When verbal notifications are made by Public Safety and/or Residence Life staff, the same information disseminated via the Emergency Notification System will be issued.

Generally, the Emergency Notification System text and email messages, and any verbal notifications, will direct recipients to the University’s website for additional information and/or updates.

Timely warnings disseminated through the Emergency Notification System and/or posted to the website will describe the nature of the event, the location where it occurred, the approximate time it took place, and steps that should be taken for self-protection.

Decision Process

Decisions to issue timely warnings will be made by the Director of Public Safety. Consideration will be given to the nature of the crime, the presence of a continued threat to the safety of students and staff, and the requirements of local law enforcement agencies for protecting the integrity of their investigations.

Timely warnings issued through the Emergency Notification System will be disseminated by the Director of Public Safety or designee.

Timely warnings issued verbally will be made by Public Safety staff and, as appropriate to the notification of resident students, by members of the Residence Life staff.

Approved 11/4/08 by President's Cabinet

Annex K

ACTIVE SHOOTER POLICY

Overview

Over the past several years our nation has experienced a growing trend of mass violence committed by individuals. These episodes have come to be termed "active shooter" incidents and are unique in that the behavior of the perpetrators is very different from that typically associated with other violent behaviors.

Suspect(s) generally begin to shoot at numbers of people without warning. The motives for these behaviors can range from rage and vengeance to mental dysfunction.

The incidents experienced across the country suggest that the traditional police response involving containment, isolation, and negotiation may be inadequate. Unlike most criminals, active shooters are likely to continue to use deadly physical force until intervention occurs or until the shooter decides to stop. The active shooter concept represents a shift in police response tactics, equipment needs, and command protocol.

These situations require the initial police responders arriving on the scene to have the authority and the capability to take action without waiting for command staff or for the arrival of specialty units such as SWAT or crisis negotiators.

Purpose

The purpose of this policy is to set forth standards for unarmed response to active shooters by Public Safety Officers. Careful and systematic response to such incidents is critical to containing offenders and reducing casualties. There are scenarios that require immediate action and rapid deployment of armed police personnel prior to the arrival of any police tactical team.

In these cases delayed deployment could have catastrophic consequences. These scenarios often involve an ongoing "shots fired" or downed officer/citizen rescue. It may also necessitate the immediate and rapid deployment of external law enforcement personnel to contain and prevent the escape of an armed and dangerous person(s).

Policy and Procedure

It is the responsibility of the Cabrini University Department of Public Safety to protect life by any legal means possible consistent with their training and equipment capabilities. Public Safety Officers responding to an active shooter incident will accomplish this goal by immediately using any legal means at their disposal to make contact with the active shooter and stop the action if such can be accomplished without endangering any officers.

The prioritization of activities, in order of importance, is (may be concurrent):

1. Stop the active shooter.
2. Rescue the victims.
3. Provide medical assistance.
4. Preserve the crime scene.

Actions of First Response Officers

- Public Safety Officers subject to attack should make personal safety their primary consideration. If not injured or incapacitated, they should remove themselves (and their patrol vehicle) from the immediate vicinity of an active shooter incident to a location of cover and, if possible, a location suited to initial security of the outer perimeter and appropriate for establishing a Field Command Post.
- The Public Safety Officer shall immediately inform the Department of Public Safety dispatcher of the incident, providing precise information so that the necessary police, medical, etc., response can be initiated.
- The individual Public Safety Officer *should not attempt to apprehend* the offender(s) unless circumstances indicate apprehension can be reasonably made.
- Public Safety Officers should be directed toward sealing off the area from pedestrians and vehicular traffic, containing the incident by establishment of an inner perimeter, and if possible, evacuation of the area.
- Public Safety Officers should attempt to obtain as much intelligence as possible.
- The area should be actively monitored until the Radnor Police arrive.
- The Department of Public Safety will assist the Radnor Police with perimeter security, evacuation, identification of victim(s), and serve as liaison for further requests.

Actions of Public Safety Dispatcher

- Call 911* and follow-up as necessary to ensure that police and emergency services are responding and have the appropriate information.
- Notify the Director of Public Safety and/or the on-duty supervisor.
- Attempt to keep callers calm and assured.

Actions of Individuals Outside

- *Do not approach the person with the weapon.*
- Move immediately to a safe location if you can.
- Notify others of the danger as you leave the area.
- Call 911* and/or the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) and inform them of the situation.
- Do not re-enter the area, and take steps to prevent others from doing so until authorities arrive.
- Once in a safe area, do not leave unless a Police Officer escorts you out.
- Remain as calm and as quiet as you can.
- Do not attempt to rescue others unless you have been trained, or can reach them in a safe manner.
- Above all, do not endanger yourself.

Actions of Individuals Inside

- If possible, exit the building as quickly as possible.
- If unable to safely exit the building,
 - Clear the hallway immediately, and/or
 - Remain inside a locked or barricaded room.
 - Stay away from all windows.
 - Remain quiet and calm.
- Evacuate the room only when uniformed Police Officers have arrived.

Actions if Shooter is in a Classroom or Office

- If possible, call 911* and/or the Department of Public Safety at 610-902-8245 (or 8245 for campus phones) and advise them of the situation. If you cannot speak without revealing your location to an armed subject, leave the line open so that the Public Safety dispatcher or 911* emergency operator can hear what is going on.
- Use common sense. If you are hiding and flight is impossible, attempts to negotiate with the individual may be successful.
- Attempting to overcome the individual with force is a last resort that should only be initiated in extreme circumstances.
- If the shooter exits your area and you are able to escape, leave the area immediately or barricade yourself inside using desks, chairs or other heavy objects.
- Do not rely on walls or doors to be sufficient protection from bullets.

Considerations in an Active Shooter Situation

- If students want to leave the class room:
 - If they want to leave – let them go
 - If possible, explain that once the door is locked it WILL NOT be re-opened until the “ALL CLEAR” is given - NO EXCEPTIONS!
- Assisting the injured:
 - Should only be attempted if it can be accomplished WITHOUT endangering yourself or someone else
 - Unfamiliar voices:
 - DO NOT RESPOND to anyone until you can verify the person is police officer or university official Monitor E2campus for the “ALL CLEAR”
 - Call Public Safety for verification if possible.
- Fire alarm activated:
 - DO NOT evacuate: It could be a ruse by the gunman to lure you from safety Monitor E2campus
- Exit ground floor windows:
 - IF you're on the first floor of a building AND
 - IF you're in the same building as the shooter AND
 - IF you can do so safely and quietly – consider exiting through a ground floor window

Annex L

CIVIL DISTURBANCES & CAMPUS DEMONSTRATIONS POLICY

Overview

Cabrini University supports the right of students, faculty, and staff to freedom of speech, the expression of diverse and divergent points of view and the right of peaceful demonstration. In turn, members of the University community have corresponding responsibility to promote these freedoms for all, even when the options and beliefs of others conflict with their own, and to help maintain a campus environment where members of the Cabrini community can safely pursue their endeavors free from disruption. The following standards are in place to ensure that the appropriate balance between these freedoms and responsibilities is achieved.

Civil Disturbance & Campus Demonstrations:

Demonstrations that take place on the Cabrini University campus may occur from time to time. Depending on the type of demonstration (planned or unplanned, peaceful, non-peaceful) will determine how the Public Safety Department responds.

1. Planned Demonstration:

- a. Generally planned and peaceful demonstrations will not be interrupted.
- b. Depending on the nature of the protest, the appropriate procedures listed below should be followed.
- c. During a planned protest which has received prior approval from the University, Public Safety will be staffed according to the size of the crowd with a minimum of 1 Public Safety staff member per 10 demonstrators.
- d. Public Safety Officers will not approach the demonstration and shall observe from a distance while remaining in the general vicinity. If demonstrators behave in an aggressive or disruptive manor, the Public Safety Officer(s) will notify the Director of Public Safety or his/her designee, who will then attempt to address the demonstrators in order to restore calm.
 - i. If the demonstration calms down and becomes peaceful again, Public Safety Officers will continue to monitor from a distance and ensure the demonstration ends at the scheduled time.
 - ii. If the demonstration does not calm down and continues to be disruptive, the Director or his/her designee shall address the crowd again to inform them they are in violation of Cabrini's Demonstration Policy. The coordinator of the group, as designated in the Written Plan to Demonstrate, will be issued Official Written Notice clearly stating the policy and the sections being violated. The Director or his/her designee will verbally explain what is contained in the Official Written Notice. The Notice will state that Public Safety will allow the demonstrators 15 minutes to disperse and failure to disperse will result in the demonstration being shut down and possible police interaction.
 - iii. If the demonstration does not disperse after the allotted time and after consultation with the Provost, the Director or his/her designee will contact Radnor Police Department to address the situation. Individuals identified as coordinators and/or persons causing disruptive activities will

be notified verbally that they may face interim suspension and possible arrest for criminal violations if they continue to participate in the demonstration that has been shut down. These sanctions will be clearly stated in the Official Written Notice.

- iv. If Radnor Police arrive on campus and become involved in dispersing the demonstrators, Public Safety will provide assistance. If possible, Public Safety will identify those individuals who caused the disruptive activities and provide that information to the Vice President for Student Life and the Dean of Students.

2. Unplanned Demonstration Peaceful/Cooperative:

- a. In the event of an unplanned demonstration, Public Safety should be notified as soon as possible and the Director or his/her designee will immediately be contacted. The Director or his/her designee will be responsible for contacting and informing Cabrini senior administration via the Emergency Notification System Flow Chart in the EOP. Depending on the nature and location of the protest, the appropriate procedures listed below should be followed in the absence of other guidance or directives from the Director of Public Safety or his/her designee.
- b. The Director or his/her designee will respond to the demonstration with 1-2 other Public Safety members depending on the size of the crowd.
- c. If the demonstration is peaceful yet still unplanned, the Director or his/her designee will communicate with the student coordinator or faculty/staff advisor of the unauthorized demonstration. (If disruptive see Par. 1. Sub-Par. d, ii, iii, iv.)
- d. The Director or his/her designee will inform the student coordinator or faculty/staff advisor that they are in violation of Cabrini's Demonstration Policy. They will be issued an Official Written Notice outlining the Policy and the rules violated. If the demonstration is peaceful, the Director or his/her designee will ask the coordinator to provide verbal assurance of the group's willingness to immediately review and comply with the requirements outlined in the Official Written Notice. This could result in relocating the demonstration and its participants to another place on campus so as to minimize the amount of disruption to the overall campus.
 - i. Public Safety will request the coordinator's name and affiliation with the University, contact information, and the reason for the protest.

3. Unplanned Demonstration Not Peaceful/ Not Corporative:

- a. In the event of an unplanned demonstration, Public Safety should be notified as soon as possible and the Director or his/her designee will immediately be contacted. The Director or his/her designee will be responsible for contacting and informing Cabrini senior administration via the Emergency Notification System Flow Chart in the EOP. Depending on the nature and location of the protest, the appropriate procedures listed below should be followed in the absence of other guidance or directives from the Director of Public Safety or his/her designee.
- b. The Director or his/her designee will respond to the demonstration with 1-2 other Public Safety members depending on the size of the crowd.
- c. The Director or his/her designee will communicate with the student coordinator or faculty/staff advisor of the unauthorized demonstration due to the unplanned nature and disruptive qualities.

- i. If the demonstration does not calm down and continues to be disruptive, the Director or his/her designee shall address the crowd again to inform them they in violation of Cabrini's Demonstration Policy. The coordinator of the group, as designated in the Written Plan to Demonstrate, will be issued Official Written Notice clearly stating the policy and the sections being violated. The Director or his/her designee will verbally explain what is contained in the Official Written Notice. The Notice will state that Public Safety will allow the demonstrators 15 minutes to disperse and failure to disperse will result in the demonstration being shut down and possible police interaction.
 - ii. If the demonstration does not disperse after the allotted time and after consultation with the Provost, the Director or his/her designee will contact Radnor Police Department to address the situation. Individuals identified as coordinators and/or persons causing disruptive activities will be notified verbally that they may face interim suspension and possible arrest for criminal violations if they continue to participate in the demonstration that has been shut down. These sanctions will be clearly stated in the Official Written Notice.
 - iii. If Radnor Police arrive on campus and become involved in dispersing the demonstrator, Public Safety will provide assistance. If possible, Public Safety will identify those individuals who caused the disruptive activities and provide that information to the Vice President for Student Life and the Dean of Students.
4. The right to demonstrate on University property is limited to Cabrini students, faculty and staff. Cabrini University is a private institution and therefore demonstrations by Non-Employee Associates (subcontractors) or individuals/groups unaffiliated with the University may not occur on campus. These individuals will be notified immediately to disperse and relocate the protest off campus. (Follow the procedure outlined in Paragraph 3, Unplanned Demonstration above).
5. Demonstration Official Written Notice of Violation forms will be housed on the G: drive within the Public Safety department. The dispatcher or Supervisor on shift should print this out and have it ready for the Director or his/her designee.

Updated and approved by Cabinet May 16, 2017

Annex M

INFLUENZA PANDEMIC CONTINUITY-OF-OPERATIONS PLAN

Introduction

An influenza (flu) pandemic is a global outbreak of disease that occurs when a new flu virus appears that can be spread easily from person to person. Because people have not been exposed to this new virus before, they have little or no immunity to the virus; therefore, serious illness or death is more likely to result than during seasonal flu.

Three conditions must be met for a pandemic to occur: a new influenza virus subtype emerges; the virus infects humans; and the virus gains efficient and sustainable transmission from human to human. If any future strains of the virus gain sustainable, efficient transmissibility, the public health strategy is to slow the spread because it would be virtually impossible to stop.

Impact on Our Community

Unlike many other catastrophic events, an influenza pandemic will not directly affect the physical infrastructure of an organization. While a pandemic will not damage power lines, banks or computer networks, it will ultimately threaten all critical infrastructures by its impact on an organization's human resources by removing essential personnel from the community for weeks or even months.

The roles and responsibilities of institutions of higher education (IHEs) in the area of continuity planning and protection of personnel are unique for several reasons. Colleges and universities must consider the potential impact of a pandemic on campus and residence hall closure, including contingency plans for students who depend on student housing and campus food service. IHEs must also address continuity of instruction as part of continuity planning.

Protection of our community members during an influenza pandemic is a good "business practice" that must become part of the fundamental mission of all businesses and IHEs.

High absenteeism will present challenges to campus leadership and delivery of services. Social distancing to discourage close social contact between individuals will include cancelling classes, sporting events, worship services and other social events.

We must work with our partners in public health and other community resources to establish provisions to care for students who are not ill enough to require hospitalization but are too ill to take care of themselves and may not be able to go home.

There will likely be a very short window for critical decision making, especially in regard to social distancing measures. Implementing social distancing measures early, before infection enters the community, may be the best strategy for IHEs. The economic and social ramifications of canceling class and social and athletic events are not insignificant.

Reducing the number of students remaining on campus by canceling classes and sending students home early in the pandemic may be the best strategy given the limited resources schools will have available to support those who remain.

If the decision to close school is delayed to the point that many students fall ill, the institution would be expected to provide the resources to care for those students throughout the pandemic, which might be an unreasonable expectation given available resources.

Pandemic Planning Committee

The planning committee membership should include representation from executive leadership as well as leaders of key functional units thus establishing the response team.

- Vice President for Finance/Treasurer
 - Student Health Services
 - Public Safety
 - Facilities
 - Housekeeping
 - Academic Affairs
 - Residence Life
 - Dining Services
 - Human Resources
 - Information Technology
 - Marketing and Communications
 - Student Representation
- Each member of the planning committee will have defined roles and responsibilities for preparedness, response and recovery.
 - Develop a strategic university community operational response plan (review and revise existing Emergency Operations Plan).
 - Establish an emergency communication plan and revise regularly.
 - Work with Delaware County Emergency Services as a designated Push Site to gain access to community containment interventions.
 - Ensure that each designated essential service, as indicated by membership in the planning committee, has developed emergency contingency plans applicable to an influenza pandemic.

Student Health Services

- Work with state and local public health and other local authorities to identify legal authority, decision makers, trigger points and thresholds to institute community containment measures such as closing (and re-opening) and quarantine.
- Monitor CDC, WHO, and ACHA websites for latest developments and planning recommendations.
- Provide regular updates for the campus community regarding avian influenza, recommendations for treatment protocols, appropriate infection control procedures, and status of antiviral and vaccine development.
- Maintain an adequate supply of nonperishable goods and necessary medications.

- Develop a plan for setting up an infirmary and expanding clinical space, including identification of alternate locations and equipment and supply and staffing needs. Include a contingency plan for managing health care needs in the event of exhaustion of human resources and supplies.
- Identify community resources including transportation for students to access.
- Develop a triage and treatment protocol that can be easily adapted once a case definition is established.
- Develop a protocol for monitoring cases residing in on and off campus apartments/residences.
- Develop a plan for conducting mass immunization clinics.

Counseling & Psychological Services

- Develop a plan for providing services via phone and Internet.
- Develop procedures for the provision of social support and psychological assistance for people in quarantine.

Office of Marketing and Communications

- Identify individuals responsible for communication functions including public, media and government relations.
- Facilitate informational network/reporting system to update students, staff, faculty, and parents.
- Provide information to the campus community on: the status of disease on campus; travel advice; self-care; personal preparedness planning; proper hand washing techniques and cough etiquette; federal, state, and local public health resources; and how/when to access services in case of illness.
- Establish and maintain communications with the local public health authorities, emergency preparedness groups, and hospital systems regarding surveillance, case identification and reporting, control measures, and health care provision.
- Create and manage a campus influenza pandemic web site and link with other appropriate web-based resources such as the CDC and WHO.

Residence Life

- Maintain accurate emergency contact information on all resident students.
- Establish communication protocols with Student Health for surveillance and reporting illness in the residence halls.
- Formulate and rehearse plans to address anticipated student needs ranging from delivery of food and medication to providing emotional support.
- Identify rooms and buildings that could be used for quarantine, isolation and residence for students who cannot go home. Public health officials may suggest utilizing residential space that does not have a centralized ventilation

system to avoid spread of aerosolized pathogens. Residential space with self-contained heating and cooling in individual rooms or suites may be more desirable settings in which to isolate or quarantine persons.

- Develop a procedure for closure and evacuation of campus residence halls.
- Develop procedures for notifying and relocating students.
- In coordination with Facilities, develop plans for continuation of housekeeping services and stockpiling items such as cleaning and disinfecting supplies, facial tissues and toilet paper, disposable towels.

Dining Services

- Develop plans to assure the ongoing provision of food services in the event of a reduction in work force.
- Ensure appropriate type and amount of non-perishable foods have been stockpiled.
- Develop a procedure for delivery of foodstuffs to residential areas, quarantined students, and the infirmary as indicated.

Department of Public Safety

- Establish ongoing communication with local police, fire, and emergency response personnel in order to coordinate efforts for managing safety issues.
- Establish a communication plan with student health, counseling services and residence life for reporting calls and transports.
- Develop procedures for securing buildings, protecting stored supplies, and restricting access to campus.
- Participate in training regarding influenza.
- Refer all media matters and inquiries to the Office of Marketing and Communications.

Office of Human Resources

- Coordinate the identification of essential personnel.
- Encourage staff and faculty to update emergency contact information.
- Review vacation/sick leave policies for applicability in a pandemic event.
Employees who have been exposed or are suspected of having the illness should not come to work. Therefore, liberal, non-punitive policies should be established in order to ensure compliance with public health recommendations.
- Establish return-to-work guidelines consistent with the case definition.
- Prepare work-at-home guidelines that address telecommuting issues.
- Identify available ITR resources for work-at-home for staff and faculty.

Academic Affairs

- Develop a policy or guidelines to address academic concerns of students absent from classes due to illness or quarantine.
- Consider how a pandemic may impact foreign students residing on campus.
- In conjunction with ITR, develop and disseminate alternative procedures for completing course work (e.g., web-based instruction, lessons, and assignments via mail sources).
- Travel: develop a plan for communicating with and assisting students and faculty who may be traveling to or from the United States including possible travel restrictions, trip cancellations and academic credit issues.

Facilities Department

- Develop plans to assure the ongoing provision of essential services in the event of a reduction in the work force. Discuss contingency plans in case of fuel, water and energy shortages, including the availability of emergency generators.
- Develop waste disposal and housekeeping protocols to prevent the exposure and spread of the disease.
- Identify on-campus potential isolation areas that do not have re-circulated air and that have private bathrooms.

Business and Finance

- Discuss the potential financial ramifications of a pandemic.
- Develop procedures for rapid procurement and payment for supplies, equipment, and services.
- Develop a plan for ensuring the continuation of payroll and accounting operations in the face of high employee absenteeism.

Information Technology and Resources

- Assess readiness to meet communication needs in preparation for an influenza pandemic, including regular review, testing, and updating of communications plans that link public health authorities and other key stakeholders.