



# Emergency Management Plan

## 2018-2020

### Introduction

The ECPI University Emergency Management Plan outlines appropriate responses to be taken by campus management, students, and employees in the event of a threat to the well-being of a campus and its occupants. A number of different hazards are addressed, but the steps to be taken in response to a hazard have been simplified to allow for easy and fast execution in the face of an emergency. Emphasis is placed upon prevention and mitigation of hazards rather than upon complex responses “after the fact.” The following sections outline the general approach to the emergency planning and response at ECPI University, and subsequent sections provide adequate detail about the steps to be followed in execution of the plan.

### “All-hazards” approach to emergency response

The U.S. Department of Education’s Office of Safe and Drug-free Schools recommends an “all-hazards” approach to emergency planning and response for institutions of higher education.<sup>1</sup> An “all-hazards” approach eliminates the need to define specific responses for a large number of threats. Rather, all hazards are addressed via a simplified operations plan that can be applied, in a flexible manner, to meet the needs of the particular campus location and emergency. At ECPI University, a level-based system is used to respond to emergencies of varying impact on life and/or property. The three levels used at the University are described in the following sub-sections.

### Level 1 (Minor) Emergency

A Level 1 emergency meets the following criteria:

- Not life-critical
- Little or no risk of property damage, and any property damage that does occur is minor
- No apparent long-term risk to ongoing campus operation after event
- Can be handled with limited first-responder assistance

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<sup>1</sup> U.S. Department of Education, Office of Safe and Drug-free Schools. Action Guide for Emergency Management at Institutions of Higher Education (Report, Washington, D.C., January 2009).

A Level 1 emergency plan is summarized in the checklist located in the appendix of this plan. The steps that should normally be followed for this type of emergency are:

1. Contact first responders via 911.
2. Secure area. Evacuate building if area cannot be secured. Restrict area access to personnel responding to emergency and any victim(s) only.
3. Administer first aid as needed.
4. If fire is involved, extinguish the fire by using an approved fire extinguisher if it is safe to do so.
5. Cut off utilities if it is safe to do so.
6. Carefully document all actions taken for insurance and legal purposes.

### **Level 2 (Significant) Emergency**

A Level 2 emergency meets the following criteria:

- Possible threat to life or property
- Possible long-term impact to ongoing campus operation after event
- Extensive assistance is required from first-responders

A Level 2 emergency plan is summarized in the checklist located in the appendix of this plan. The steps that should normally be followed for this type of emergency are:

1. Contact first responders via 911.
2. Evacuate area or lockdown as appropriate.
3. Tend to injured students and employees until help arrives.
4. Communicate emergency situation to students and employees (usually sending email and/or text messages for evacuations or lockdowns).
5. Cut off utilities if possible.
6. Assist first-responders as requested.
7. Carefully document all actions taken for insurance and legal purposes.
8. Restrict access to the facility to personnel responding to the emergency.

### **Level 3 (Catastrophic) Emergency**

A Level 3 emergency is the most serious type of emergency situation that can occur at a campus site. A Level 3 emergency meets the following criteria:

- Catastrophic damage to campus infrastructure and/or multiple casualties
- Significant long-term impact to ongoing campus operation after event
- Extensive emergency management and first-responder assistance is required.

A Level 3 emergency plan is summarized in the checklist located in the appendix of this plan. The steps that should normally be followed for this type of emergency are:

1. Contact first responders via 911.
2. Evacuate building or lockdown as appropriate.
3. Triage and tend to sick or injured students and employees until help arrives. It may be necessary to establish a staging area for this purpose.

4. Communicate emergency situation to students and employees (usually sending email and/or text messages for evacuations or lockdowns). Local radio and television media outlets may also be alerted if there will be community impact.
5. Cut off utilities if possible.
6. Assist first-responders as requested.
7. Carefully document all actions taken for insurance and legal purposes.
8. Prepare to stage media in a safe location away from emergency response activities.
9. Plan release of students and employees, including controlled egress from campus grounds.
10. Enact Continuity of Operations Plan and Business Continuity Plans.

## Emergency Plans

The following emergency plans shall be followed for identified hazards. If a hazard occurs that is not listed in the following narrative, choose a response for a hazard that is closely related to the one being addressed.

### Natural Hazards

This table summarizes the risk matrix and response required for emergencies related to natural hazards. Information about the prevention-mitigation, preparedness, and recovery phases are in the following narrative.

Hazard	Probability of Occurrence	Severity	Response
Earthquake	Low	High	Level 3
Flood	Medium	Medium	Level 2, with evacuation occurring before flood waters arrive. If safe evacuation is not possible due to flash flooding, students and employees may need to shelter in place until flood waters recede.
Tsunami	Low	High	Level 2, with evacuation occurring before flood waters arrive. If safe evacuation is not possible due to flash flooding, students and employees may need to shelter in place until flood waters recede.
Hurricane	High	High	Level 3 emergency response with evacuation prior to the onset of dangerous weather conditions.
Lightning strike	High	Low	Level 1 emergency response. Shelter-in-place is recommended until the storm passes.
Snow	High	Low	A significant ice storm or snowstorm may require a Level 1 emergency response. Students and employees should remain at home if officials warn that roads are impassable. Students and employees should be sent home if roads are likely to become impassable within two hours. Shelter may need to be provided for students and employees who cannot travel to their homes as a result of the storm.
Tornado	High	High	Level 3 emergency response with shelter-in-place until conditions improve and evacuation can be completed safely.

## Physical plant

This table summarizes the risk matrix and response required for emergencies related to physical plant. Information about the prevention-mitigation, preparedness, and recovery phases are in the following narrative.

Hazard	Probability of Occurrence	Severity	Response
Fire	Medium	High	A major fire will require a Level 3 emergency response with evacuation. Smaller, more localized fires may be handled with a lower-level response.
Loss of water or sewage service	High	Low	Loss of water or sewage service will require a Level 1 emergency response. Campus operations may need to be suspended briefly until the utilities are again available.
Power failure	High	Low	A power failure will require a Level 1 emergency response. Campus operations may need to be suspended briefly until power is again available.
Structural failure of building	Low	High	A major structural failure of a building will require a Level 3 emergency response with evacuation.

## Campus violence

This table summarizes the risk matrix and response required for emergencies related to campus violence. Information about the prevention-mitigation, preparedness, and recovery phases are in the following narrative.

Hazard	Probability of Occurrence	Severity	Response
Bomb threat	High	Medium	A bomb threat will require a Level 1 emergency response with evacuation. If a bomb is actually located, the emergency response will be immediately upgraded to Level 3.
Demonstrations	Medium	Medium	A peaceful demonstration may require no emergency response, but violent demonstrations and riots will require a Level 2 emergency response. Lockdown may be considered in extreme circumstances.

Hazard	Probability of Occurrence	Severity	Response
Fights	High	Low	A fight will require a Level 1 emergency response. Evacuation or lockdown will likely not be necessary. The area where the altercation is occurring should be secured.
Gang-related activity	Medium	Medium	Gang activity may require a Level 2 emergency response if it becomes violent. Evacuation or lockdown may be necessary. The area where the altercation is occurring should be secured.
Hostage standoff	Low	Medium	A hostage standoff will require a Level 2 emergency response with evacuation of unaffected areas. Lockdown will be considered for those areas that cannot be evacuated safely. If it is impossible for students and employees to evacuate or hide, they should do everything possible to disrupt or incapacitate the intruder.
Campus shooter	Low	High	The presence of an active shooter on campus will require a Level 3 emergency response with lockdown and shelter-in-place until the shooter is no longer a threat. If it is impossible for students and employees to evacuate or hide, they should do everything possible to disrupt or incapacitate the intruder.
Intruder (unarmed)	High	Low	An unarmed intruder will require a Level 1 emergency response. Lockdown is recommended until the intruder is removed from the premises or is found not to be a threat to students or employees.
Threat to individual	High	Low	A threat to a student or employee will require a Level 1 emergency response with possible evacuation of unaffected areas. Lockdown should be used for areas that cannot be safely evacuated.

**Medical emergencies**

This table summarizes the risk matrix and response required for medical emergencies. Information about the prevention-mitigation, preparedness, and recovery phases are in the following narrative.

Hazard	Probability of Occurrence	Severity	Response
Biohazard exposure	Medium	Low	<p>Widespread exposure to biohazards will require a Level 3 emergency response with isolation from the affected area. The affected area must be cordoned off, and access to the area must be strictly controlled. This may require evacuation or shelter-in-place depending on the location of the hazard.</p> <p>In the event of biohazard exposure to an individual (sharps incident, contact with membrane or open wound), the area of exposure should be cleaned thoroughly with soap and water, treated with antiseptic medication, and bandaged. Any other required first aid should be administered. Additional medical treatment may be required depending upon the biohazard(s) that was (were) involved in the incident.</p> <p>The incident should be thoroughly documented, including details about the type and amount of material involved, first aid treatments that were administered, and the nature of any injury observed.</p>
Epidemic, Pandemic	Medium	High	<p>An epidemic or pandemic will require a Level 3 emergency response. Campus operations may need to be suspended until public health officials indicate that the number of cases has subsided to acceptable levels.</p>
Hazmat spill (non-transportation)	Low	High	<p>A hazmat spill will require a Level 3 emergency response with evacuation. Areas adjacent to the spill should be cordoned off, and access to the area must be strictly controlled.</p>
Sick or injured person	High	Low	<p>A sick or injured person will require a Level 1 emergency response. It may be necessary to cordon off the area around the individual and control access to it.</p>
Student or employee death on premises	Medium	Medium	<p>The death of a student or employee on campus premises will require a Level 2 emergency response. The area near the person should be evacuated and secured, and access should be strictly controlled.</p>

**Other hazards**

This table summarizes the risk matrix and response required for emergencies related man-made hazards not covered in the previous sections. Information about the prevention-mitigation, preparedness, and recovery phases are in the following narrative.

<b>Hazard</b>	<b>Probability of Occurrence</b>	<b>Severity</b>	<b>Response</b>
Release of industrial toxins	Medium	High	Release of industrial toxins will require a Level 3 emergency response with evacuation or shelter-in-place. Evacuation should be chosen if personnel can safely leave the building. Shelter-in-place should be chosen if the presence of toxins outside the building is too hazardous. Guidance given by emergency responders should be followed.
Hazmat spill on nearby highway or railroad	Low	High	Release of hazardous materials on a highway or railroad will require a Level 3 emergency response with evacuation or shelter-in-place. Evacuation should be chosen if personnel can safely leave the building. Shelter-in-place should be chosen if the presence of hazardous materials outside the building is too dangerous to allow safe egress from the property. Guidance given by emergency responders should be followed.
Plane crash on or near campus grounds	Low	High	A plane crash on or near campus grounds will require a Level 3 emergency response with evacuation of unaffected areas. Affected areas should be evacuated wherever possible. The affected areas should be secured, and access to the area should be strictly controlled. Other hazards, such as fire and structural failure, may also occur as a result of the crash and will require responses.

**Evacuation**

The orderly evacuation of a campus building shall proceed via well-defined, permanent routes posted in each classroom and public area of the building. These routes take into consideration the traffic flow through the building in order to ensure that no “bottlenecks” exist and that all exits are being used within their capacities. Evacuation routes and exits shall be adequately marked so that persons unfamiliar with the building can quickly find a safe exit in the event of an emergency.



## **General guidelines**

In the event of an emergency requiring evacuation an emergency alert system (such as the Alertus Localized Emergency Notification System) shall be activated with an appropriate emergency message advising evacuation of the building. All occupants shall evacuate immediately by means of the nearest available marked exit, except that the following employees may remain in the workplace to shut down or monitor critical operations before they evacuate:

- Campus President
- Campus Director of Academic Affairs
- Director of Facilities/maintenance manager
- Director of IT
- Any Vice President of the University
- Any employee(s) designated by the Campus President or University Administration to assist with clearing each floor of the building.

Students shall evacuate with their class and faculty member via the evacuation route posted in the classroom.

Portable fire extinguishers are provided in the workplace. In the event of fire, any employee may use extinguishers to attempt to extinguish the fire before evacuating. Any employee who is a licensed EMT, paramedic, or other first responder may perform rescue or medical duties during an emergency.

After an emergency evacuation, students, visitors and employees are to gather in the designated area within the parking lot at least 200 feet from the building. If possible, signs should be used to indicate the appropriate distance from the building. In the event of hazardous weather, the emergency response team may make a decision to move evacuees to a nearby shelter in a safe area.

## **Evacuation of persons with disabilities**

Persons with disabilities are to be assisted by other students and employees if it is safe for them to do so. If evacuation is not possible, emergency personnel shall be made aware of the persons' location in the building and their requirements for safe evacuation. Persons who do not speak English may also require special assistance and shall be escorted from the building if assistance is required.

## **Accountability for students**

After an emergency evacuation, the procedure for accounting for all students includes use of classroom rosters to account for all students present on campus at the time of the emergency. Each faculty member will immediately report missing students to the Campus President or Night Manager/Campus President designee as available. Students are required to rejoin their class or, if that is not possible, otherwise contact their faculty member in the parking lot after an evacuation.

## **Accountability for employees**

Immediately after an evacuation, each employee is required to contact his or her supervisor so that an accurate head count may be made. Supervisors are to account for each of their direct reports and report any missing employees to the Campus President or Night Manager/Campus President designee as available.

## **Accountability for visitors**

Any visitor should be escorted out of the building by the employee(s) with whom they are meeting.

## **Leaving premises**

In certain circumstances, students and/or employees may be allowed to leave the campus property after an evacuation. In these cases, those leaving the premises must inform their faculty or supervisors so that their absence can be recorded. Because of the absolute necessity to account for the safety of each student and employee, the University President and Campus Presidents/President designee are the only persons who may authorize students and/or employees to leave campus during or after an emergency or drill.

## **Lockdown and “shelter-in-place”**

In the event of a chemical, radiological, or other airborne release, regardless of the source, it may be preferable to request students, employees, and visitors to remain in the building. The presence of an intruder or other immediate threat of bodily harm inside the building may necessitate additional measures, such as a lockdown. The advice of emergency planning personnel should be followed in these situations. However, if no such advice is forthcoming, the following procedure may be used until better information becomes available.

1. The need for a lockdown shall be communicated to employees and students via email message, text message for faculty, staff, and students (where student has given permission for the University to send emergency text messages), and “screen pop” on campus computers where available. If an emergency notification system is available on the campus, it shall be activated with an appropriate message displayed to desktops. Vocal notification may also follow. Any notifications shall be given by the Campus President, the campus Night Manager, or one of the campus employees appointed by the Campus President to have access to the system being used and training in its use. If none of these people are available, the person designated as being in charge of campus operations at that time shall initiate the notification process.
2. The initial message to be used shall be a pre-approved message provided by the emergency notification system (where available) so that notification occurs as quickly as possible. If an emergency notification system is not available, messages should simply say that an emergency situation exists on the campus and a lockdown or “shelter-in-place” is now required.
3. Further information may be communicated by campus management via emergency notification system, email, text message, screen pop, and/or telephone when it is safe to do so.
4. The external doors to the campus building shall be locked and the campus shall be closed so that additional hazards (e.g., contamination) will not enter the campus in this manner and so that additional persons are not exposed to the emergency situation.
5. The automated answering systems shall be used to inform callers that the campus is closed and that all personnel are being sheltered in place until it is safe to leave the premises.
6. All employees, students, and visitors shall remain inside the building.
7. Students, employees, and visitors may call their emergency contacts to let them know that they are safely sheltered.
8. Any mechanical air handling systems, fans, and HVAC systems should be shut down by building maintenance or other person designated by the Campus President.

9. Faculty, staff, and students shall be moved to interior rooms and hallways, away from outside walls, windows, and doors, in which both cellular and “land-line” telephones should be available so that emergency contacts may be called.

### **Access control**

The campus president shall identify at least two people who have access control to all areas of the campus site at any time it is open for business. This includes times when classes are not in session but when students, employees, and/or visitors still may be on the premises. This requires that two people must have master keys and passcodes to all rooms and storage locations on the premises at any time the building is open. In the event of an emergency, these people shall assist first responders in accessing any affected parts of the campus premises.

A list of possible employees with the appropriate level of access control may include (but is not limited to):

- University President
- Director of Facilities
- University Vice Presidents
- Campus President
- Campus Director of Academic Affairs
- Campus Night Manager/Campus President designee
- Campus Facilities/Maintenance Manager

### **Response team organization**

The response team organization for each campus location will be responsible for interfacing with emergency first responders, selecting the correct set of emergency procedures and checklists from this document, implementing the procedures, and securing the campus premises. The following campus personnel would be expected to serve on the campus response team:

- Campus President
- Campus Director of Academic Affairs
- Campus Night Manager/Campus President designee
- Campus Facilities/Maintenance Manager

If the University President and/or Vice Presidents are on the premises, they would also be expected to assist.

In the event that an adequate number of designated response team members are not available at the campus location when an emergency situation occurs, additional “ad hoc” members may be appointed by the local response team. These persons may include other campus management officials such as the Director of Admissions, Department Heads, or any persons who have emergency response training.

## **Routine emergency preparation activities**

### Fire drills

Fire drills must be held at least twice a year at each campus site. Typically these drills are conducted in the spring and fall of the year. Local emergency responders shall be contacted for assistance in conducting the drill. The evacuation criteria established by local ordinance shall be followed by the campus. The evacuation shall be timed, and the results shall be analyzed after the drill to look for ways to improve the evacuation routes and processes.

Documentation of the fire drills and subsequent analyses shall be maintained and sent to the Director of Facilities.

### Fire inspections

Fire inspections shall be conducted by local fire department personnel at each campus location periodically, as required by local ordinance. Annual inspections are preferred if they can be arranged with the locality; however, less frequent inspections may be conducted as long as local ordinances are followed. Any recommendations made by the fire inspector shall be resolved within the time frame provided by the inspector.

Documentation of the fire inspections and corrective actions shall be maintained and sent to the Director of Facilities.

### Safety audit

An annual safety audit shall be conducted by each campus location. This audit shall check to see that all preparations described in this manual have been made at the campus and shall include “walk-throughs” that allow assessment of the safety of the site. Fire extinguishers shall be inspected at this time to determine if they require maintenance and, if so, the needed maintenance shall be completed. A checklist to be used for the safety audit is attached in the appendix of this report. Upon completion, the checklist shall be maintained at the campus with copies returned to the Director of Facilities and the Chief Financial Officer.

### Update lists

Lists of personnel serving on response teams at the campus sites, personnel with access control to campus premises, and personnel who may assist with evacuation and securing of a campus site shall be updated at least annually or whenever a personnel change has occurred at the site. Lists are expected to be kept current and are subject to audit at any time.

### First aid supplies

Needed first aid supplies, to include an appropriate workplace first aid kit, shall be checked at least annually as part of the safety audit to determine if any supplies are dated and require replacement. If food and water are stored for possible shelter-in-place at a campus site, it shall also be checked for expiration and replaced if out of date.

## **Crime reporting**

Any criminal activity observed on campus shall be reported to local law enforcement authorities. All relevant information shall be documented including names of people involved, complete description of the incident, exact location of the incident, date and time of occurrence, and steps taken to resolve the situation. This documentation shall be maintained at the campus site and shall be forwarded to the Director of Facilities and Chief Information Officer at the main campus.

## **Annual review of plan**

In order to ensure that this emergency management plan is current and is meeting the needs of the University and its campus locations, this plan shall be reviewed annually by the Director of Facilities, Chief Financial Officer, and Chief Operating Officer. If changes are required, the new plan shall be distributed to the Campus Presidents for further distribution to employees. If no changes are required, Campus Presidents shall be notified that the plan will remain in effect for the upcoming year. This review shall be conducted in the spring and shall take effect at the start of the academic year on July 1.

It may be beneficial to provide this plan to the University's lawyers, property insurance company, local law enforcement department, and local fire department for review and comment. This may be done at the discretion of the University President.

## **Communication plan**

In the event of an emergency situation at a campus, the emergency response team (which may be a first responder) shall determine what information will be disseminated to the public. If that is not possible, the Campus President shall contact the University President for further instructions about what information may be released. The University President will handle all media releases about the incident on behalf of the campus.

No employee may release information about the emergency situation to the media without approval of the University President.

Internal communications proceed from the emergency response team available at the time of the emergency. The highest ranking ECPI employee available to serve on the emergency response team shall be the point of contact for students and employees and shall provide any necessary communication to them.

## **Business Continuity Plan**

### Business Continuity Team

Despite ECPI's best efforts, it may be difficult or impossible to resume normal operations immediately after an emergency situation has occurred. However, even if classes cannot be resumed, some business functions must continue in order to ensure the well-being of ECPI students and employees. In this situation, the following personnel shall form the Business Continuity Team that will guide the ongoing activities of the University and affected campuses:

- University President
- Chief Financial Officer
- Chief Information Officer

- Chief Operating Officer
- Vice President for Accreditation and Institutional Effectiveness
- Vice President of Academic Affairs
- Vice President of Human Resources
- Director of Facilities
- Executive Director of IT Services
- Campus President(s) from affected campus location(s)
- Emergency operation from nearby campus site or with redundant data

Because ECPI operates at multiple campus locations and states, ensuring redundancy of resources and facilities is less complicated than for single-site institutions. By default, ECPI operates as an “active/active” or “split operation” business continuity model. In the event that a campus facility is not available temporarily because of an emergency event, it is likely that a nearby campus can provide access to needed student and employee records during the disaster recovery phase. (In fact, campus management may be assigned by the Business Continuity Team to work out of a nearby campus location until disaster recovery is underway at the affected campus and it is safe to return there.)

The exception would be for physical plant or data loss at the main campus. Many University administration resources exist at this facility and rebuilding these resources will create some difficulty in disaster recovery. To mitigate this possibility, student and employee databases are maintained by contractors or vendors who can ensure redundant, secure maintenance of the databases using “cloud-based” applications. Backups of data shall be routine, occurring at least daily and preferably in real-time as transactions occur.

#### Emergency Business Continuity Operations

The following operations shall be conducted as soon as possible after an emergency situation has occurred.

##### *Communication*

The first priority will be to establish communication among the members of the Business Continuity Team. These senior managers shall maintain contact information for all Business Continuity Team members both in their ECPI University offices and at their homes. Redundant electronic and hard-copy lists of the team members are recommended. The contact information should include cellular and “land-line” phone numbers, physical addresses, and alternate email addresses to be used in the event that ECPI University email is disabled. These team members may be asked to relocate to an alternate property or other safe location where business can be conducted.

Communication with employees will also be needed. Use of mass media outlets may be an effective way to communicate campus closures and other essential information. Additionally, redundant electronic and hard-copy lists of employee contact information, including next-of-kin contact information, must be maintained in secure locations. These data may be given to supervisors if employees or their next-of-kin need to be contacted individually.

The University’s public information officer may be requested to assist with coordinating the communication with employees and students during this time.

### *Payroll processing*

In the wake of an emergency situation, it will be especially important to ensure that employees continue to receive pay. The data needed to process payroll must be maintained securely, with redundant off-site backup. The HR management system must be capable of processing payments to employees even if a widespread natural disaster has affected a large part of the country. Upon implementation of this plan, the Vice President of Human Resources and the Chief Information Officer shall direct the restoration of the ECPI University HR Management system and portal with the system's vendor. This may be done from the main campus or from off-site as needed. As soon as access to the system is restored, payroll shall be processed with a minimum of delay. If additional assistance is needed from the system vendor in completing the payroll tasks, it should be contracted.

The processing of payroll will also include the payment of 401(k) contributions and insurance premiums to the benefits management companies. This should be done with a minimum of delay so that no lapse in coverage will occur.

Emergency numbers that may be used to contact the HR system vendor shall be maintained both on-site and off-site using redundant electronic sources and hard-copy.

### *IT services*

Restoration of IT systems and services is essential to the disaster recovery efforts for the affected campus locations and for the University as a whole. Additional IT support personnel may be requested to work in support of the restoration of service at this time, under the direction of the Chief Information Officer and the Executive Director of IT Services. The first priority should be to restore email and telephone service to the affected locations. Backup power generation may be needed to do this and should be utilized where available. If full email and telephone service cannot be immediately re-established, alternate communication resources may be procured and used temporarily until the normal resources are available. This may be necessary in the event of the widespread failure of internet services.

The Chief Information Officer shall next direct the restoration of the student and employee databases with the appropriate vendors upon the implementation of this plan after an emergency. Again, additional IT personnel may be needed to work additional hours until this is accomplished.

After the main student and employee databases have been completely restored, the team should focus on rebuilding servers and recovery of server data. Backup media available on-site or off-site may be used. Regardless of the source of the data being recovered, the most current available version of the data shall be restored.

Once essential data are available to the Business Continuity Team and communication interfaces have been re-established, the University websites can be put back online. This will allow communication of essential information to a wide range of students, employees, and community members who may have internet access during this time.

Other IT services can be re-established as time and available resources permit.

### *Fiscal response*

After a large-scale disaster, it may be necessary to obtain emergency operating funds to keep the business minimally functional during the recovery period. The University President and the Chief Financial Officer shall make necessary arrangements to obtain funds from insurance claims, contingency funds, emergency loans from financial institutions, or liquidation of assets as needed to keep the University (or affected campus locations) solvent during this time.

### *Continuity of Operations Plan*

After an emergency situation has been resolved, classes should resume as soon as it is safe to do so. The following steps should be taken in order to resume operations at a campus site after an emergency:

Emergency officials must agree that conditions are safe for resumption of business activities in the area of the campus.

An assessment must be made to determine which, if any, campus facilities may still be used after the emergency has been resolved. Professional engineers may need to be contacted in order to make this determination.

Utility companies may need to be contacted so that service may be resumed.

HVAC, plumbing, fire control, communication, electrical, and mechanical systems (including elevators) shall be maintained and prepared for restarting if needed. These systems shall be tested prior to the return of employees and students to the building.

Any inspections required by local ordinance shall be conducted prior to occupancy of the campus facilities.

Usable campus facilities shall be cleaned and prepared for the safe return of students and employees. Any remaining debris must be removed, particularly along evacuation routes through the buildings.

Emergency supplies should be re-stocked as needed.

Classroom furniture, supplies (including books), and equipment should be procured or placed back in service as appropriate.

If usable campus facilities are inadequate for typical campus operations, arrangements must be made for alternate classroom and office locations at hotels, other schools, and office parks. Alternately, a reduced or altered class schedule may be used (e.g., conducting afternoon and weekend classes, using online class resources, or reducing the course offerings) if it is more cost effective to do so. "Telework" options may be used for employees whose job functions do not require them to be present on campus during this time.

If the campus building is accessible but access to the parking lot(s) is limited, provision may be made with local businesses or commuter lots for student and employee parking. Shuttle services may be provided to move personnel from the "satellite" parking areas to campus.

The local social services group(s) with whom prior arrangements have been made for counseling may be contacted. Students and employees should be referred to them as needed.



Stress management activities may be provided as part of the return to class. The incident may be discussed in the classroom setting.

Those assisting in recovery efforts should be debriefed regularly so that they know the status of the return to operations.

Upon resumption of campus operations, the response to the crisis shall be assessed to determine its effectiveness, areas for possible improvement, and areas where the response worked well. Lessons learned shall be documented and incorporated into future versions of this plan.

### **State Emergency Management Offices**

Each state in which ECPI University operates has Emergency Management offices available to assist citizens and businesses in the state with emergency planning. The following contact information may be used to contact them for additional resources:

#### Virginia

Virginia Department of Emergency Management  
10501 Trade Court  
Richmond, VA 23236-3713  
(804) 897-6500  
(804) 897-6556 FAX  
<http://www.vaemergency.com/>

#### North Carolina

North Carolina Division of Emergency Management - Main Office  
1636 Gold Star Drive  
4236 Mail Service Center  
Raleigh, N.C. 27607-3371  
(919) 825-2500  
Emergency Management 24-Hour Operations 1-800-858-0368  
<http://www.ncem.org/>

#### South Carolina

South Carolina Emergency Management Division  
2779 Fish Hatchery Road  
West Columbia South Carolina 29172  
(803) 737-8500  
(803) 737-8570 FAX  
<http://www.scemd.org/>

#### Florida

Florida Division of Emergency Management  
2555 Shumard Oak Blvd.

Tallahassee, Florida 32399-2100  
(850) 413-9969  
(850) 488-1016 FAX  
[floridadisaster.org](http://floridadisaster.org)

#### Texas

Texas Division of Emergency Management  
5805 N. Lamar  
PO BOX 4087  
Austin, Texas 78773-0220  
(512) 424-2138  
(512) 424-2444 or 7160 FAX  
<http://www.txdps.state.tx.us/dem/>

#### Colorado

Colorado Division Homeland Security and Emergency Management  
Department of Public Safety  
9195 E. Mineral Avenue  
Suite 200  
Centennial, Colorado 80112  
(720) 852-6600  
(720) 852-6750 Fax  
[www.dhsem.state.co.us](http://www.dhsem.state.co.us) or [www.coemergency.com](http://www.coemergency.com)

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**Appendix 1: Level 1 Checklist**

INITIAL WHEN COMPLETE	ACTION	PERSON RESPONSIBLE
	Contact first responders via 911 and/or alarm system.	Campus President or designee
	Secure area. Evacuate building if area cannot be secured. Restrict area access to personnel responding to emergency and any victim(s) only.	Campus President or designee
	Administer first aid as needed.	Any employee capable of doing so
	If fire is involved, extinguish the fire by using an approved fire extinguisher if it is safe to do so.	Any employee capable of doing so
	Cut off utilities if it is safe to do so.	Campus President and/or Building Management
	Carefully document all actions taken for insurance and legal purposes.	Campus President or designee

Note: A Level 1 emergency meets the following criteria:

- Not life-critical
- Little or no risk of property damage, and any property damage that does occur is minor
- No apparent long-term risk to ongoing campus operation after event
- Can be handled with limited first-responder assistance

## Appendix 2: Level 2 Checklist

INITIAL WHEN COMPLETE	ACTION	PERSON RESPONSIBLE
	Contact first responders via 911 and/or alarm system.	Campus President or designee
	Evacuate area or lockdown as appropriate.	Campus President or designee
	Tend to injured students and employees until help arrives.	Campus President, any employee capable of assisting
	Communicate emergency situation to students and employees by at least two methods (usually sounding alarm and sending email for evacuations, or sending email and text messages for lockdowns).	Campus President or designee
	Cut off utilities if possible.	Campus President and/or Building Management
	Assist first-responders as requested.	Campus President, any employee capable of assisting
	Carefully document all actions taken for insurance and legal purposes.	Campus President or designee
	Restrict access to the facility to personnel responding to the emergency.	Campus President or designee

Note: A Level 2 emergency meets the following criteria:

- Possible threat to life or property
- Possible long-term impact to ongoing campus operation after event
- Extensive assistance is required from first-responders

**Appendix 3: Level 3 Checklist**

INITIAL WHEN COMPLETE	ACTION	PERSON RESPONSIBLE
	Contact first responders via 911 and/or alarm system.	Campus President or designee
	Evacuate building or lockdown as appropriate.	Campus President or designee
	Triage and tend to sick or injured students and employees until help arrives. It may be necessary to establish a staging area for this purpose.	Any employee capable of doing so
	Communicate emergency situation to students and employees by at least two methods (sounding alarm and sending email for evacuations, or sending email and text messages for lockdowns). Local radio and television media outlets may also be alerted if there will be community impact.	Campus President or designee
	Cut off utilities if possible.	Campus President and/or Building Management
	Assist first-responders as requested.	Any employee capable of doing so
	Carefully document all actions taken for insurance and legal purposes.	Campus President or designee
	Prepare to stage media in a safe location away from emergency response activities.	Campus President or designee
	Plan release of students and employees, including controlled egress from campus grounds.	Campus President or designee
	Enact Continuity of Operations Plan and Business Continuity Plans.	Campus President or designee

Note: A Level 3 emergency is the most serious type of emergency situation that can occur at a campus site. A Level 3 emergency meets the following criteria:

- Catastrophic damage to campus infrastructure and/or multiple casualties
- Significant long-term impact to ongoing campus operation after event
- Extensive emergency management and first-responder assistance is required.

## Appendix 4 Safety Audit Checklist

Derived from: "Small Business Handbook". Occupational Safety and Health Administration (OSHA). Document number OSHA 2209-02R 2005. <http://www.osha.gov/Publications/smallbusiness/small-business.html#check>.

Note: Sections dealing with bloodborne pathogens will primarily be applicable to Health Sciences campus locations. Sections dealing with noise, fueling, flammable and combustible substances, and chemical solvents will primarily be applicable to ATI campus sites. Some sections, therefore, may appropriately be considered not applicable to certain campus sites that do not have blood, blood products, and hazardous chemicals present.

### EMPLOYER POSTING

- Is the required OSHA Job Safety and Health Protection Poster displayed in a prominent location where all employees are likely to see it?
- Are emergency telephone numbers posted where they can be readily found in case of emergency?
- Are signs concerning exit routes, room capacities, floor loading, biohazards, exposures to x-ray, microwave, or other harmful radiation or substances posted where appropriate?

### RECORDKEEPING

- Are operating permits and records up-to-date for items such as elevators, air pressure tanks, liquefied petroleum gas tanks, etc.?

### SAFETY AND HEALTH PROGRAM

- Do you have an active safety and health program in operation that includes general safety and health program elements as well as the management of hazards specific to your work-site?
- Is one person clearly responsible for the safety and health program?
- Do you have a working procedure to handle in-house employee complaints regarding safety and health?

### MEDICAL SERVICES AND FIRST AID

- Are medical personnel readily available for advice and consultation on matters of employees' health?
- Are emergency phone numbers posted?
- Are fully supplied first aid kits easily accessible to each work area, periodically inspected and replenished as needed?

### FIRE PROTECTION

- Is your local fire department familiar with your facility, its location and specific hazards?
- If you have fire alarm and suppression systems, are they certified as required and tested annually?
- Are fire doors and shutters in good operating condition and unobstructed?

- Are portable fire extinguishers provided in adequate number and type and mounted in readily accessible locations?

#### PERSONAL PROTECTIVE EQUIPMENT AND CLOTHING

- If hazards or the likelihood of hazards are found, are employers selecting appropriate and properly fitted PPE suitable for protection from these hazards and ensuring that affected employees use it?
- Are food or beverages consumed only in areas where there is no exposure to toxic material, blood, or other potentially infectious materials?
- Are appropriate procedures in place to dispose of or decontaminate PPE contaminated with, or reasonably anticipated to be contaminated with, blood or other potentially infectious materials?

#### GENERAL WORK ENVIRONMENT

- Are all worksites clean, sanitary and orderly?
- Are work surfaces kept dry and appropriate means taken to assure the surfaces are slip-resistant?
- Are the minimum number of toilets and washing facilities provided and maintained in a clean and sanitary fashion?
- Are all work areas adequately illuminated?

#### WALKWAYS

- Are aisles and passageways kept clear and marked as appropriate?
- Are holes in the floor, sidewalk, or other walking surface repaired properly, covered, or otherwise made safe?
- Are spilled materials cleaned up immediately?
- Are changes of direction or elevations readily identifiable?
- Is adequate headroom provided for the entire length of any aisle or walkway?
- Are standard guardrails provided wherever aisle or walkway surfaces are elevated more than 30 inches (76.20 centimeters) above any adjacent floor or the ground?

#### STAIRS AND STAIRWAYS

- Are step risers on stairs uniform from top to bottom?
- Are steps slip-resistant?
- Are stairway handrails in good repair and located between 30 inches (76.20 centimeters) and 34 inches (86.36 centimeters) above the leading edge of stair treads?
- Where stairs or stairways exit directly into any area where vehicles may be operated, are adequate barriers and warnings provided to prevent employees from stepping into the path of traffic?

#### EXITING OR EGRESS



- Are all exits marked with an exit sign and illuminated by a reliable light source?
- Are doors, passageways or stairways that are neither exits nor access to exits, but could be mistaken for exits, appropriately marked "NOT AN EXIT," "TO BASEMENT," "STOREROOM," etc.?
- Are exit doors side-hinged?
- Are all exits kept free of obstructions?
- Are there sufficient exits to permit prompt escape in case of emergency?
- Are special precautions taken to protect employees during construction and repair operations?
- Is the number of exits from each floor of a building and the number of exits from the building itself appropriate for the building occupancy load?
- Where ramps are used as part of required exiting from a building, is the ramp slope limited to 1 foot (0.3048 meter) vertical and 12 feet (3.6576 meters) horizontal?
- Are doors that are required to serve as exits designed and constructed so that the path of exit travel is obvious and direct?
- Are windows that could be mistaken for exit doors made inaccessible by means of barriers or railings?
- Are exit doors able to be opened from the direction of exit travel without the use of a key or any special knowledge or effort when the building is occupied?
- Where exit doors open directly onto any street, alley, or other area where vehicles may be operated, are adequate barriers and warnings provided to prevent employees from stepping into the path of traffic?
- Are doors that swing in both directions and are located between rooms where there is frequent traffic provided with viewing panels in each door?

#### ENVIRONMENTAL CONTROLS

- Are all work areas properly illuminated?
- Are employees instructed in proper first aid and other emergency procedures?
- Is the work area ventilation system appropriate for the work performed?
- Are caution labels and signs used to warn of hazardous substances (e.g., asbestos) and biohazards (e.g., bloodborne pathogens)?
- Is vacuuming with appropriate equipment used whenever possible rather than blowing or sweeping dust?
- Is PPE provided, used and maintained wherever required?
- Are restrooms and washrooms kept clean and sanitary?
- Are employees instructed in the proper manner for lifting heavy objects?

- Are universal precautions observed where occupational exposure to blood or other potentially infectious materials can occur and in all instances where differentiation of types of body fluids or potentially infectious materials is difficult or impossible?

#### FLAMMABLE AND COMBUSTIBLE MATERIALS

- Are combustible scrap, debris and waste materials (oily rags, etc.) stored in covered metal receptacles and promptly removed from the worksite?
- Are extinguishers free from obstructions or blockage?
- Are all extinguishers serviced, maintained and tagged at intervals not to exceed one year?
- Are rules enforced in areas involving storage and use of hazardous materials?

#### HAZARDOUS SUBSTANCES COMMUNICATION

- Is there a list of hazardous substances used in your workplace and an MSDS readily available for each hazardous substance used?
- Is there a current written exposure control plan for occupational exposure to bloodborne pathogens and other potentially infectious materials, where applicable?
- Are employees trained in:
  - how to recognize tasks that might result in occupational exposure;
  - how to use work practice, engineering controls and PPE, and their limitations;
  - how to obtain information on the types, selection, proper use, location, removal, handling, decontamination and disposal of PPE; and
  - who to contact and what to do in an emergency.

**Appendix 5 Campus Chain of Command**

<b>Title</b>	<b>Name</b>	<b>Office Phone</b>	<b>Mobile Phone</b>
Campus President			
Campus Director of Academic Affairs			
Campus Night Manager			
Program Director			
Program Director			
Program Director			
Director of Admissions			
Director of Career Services			
Other (specify)			
Other (specify)			

### Appendix 6 Emergency Phone Numbers

Title	Name	Office Phone	Mobile Phone
Local Emergency		911	
University President	Mark Dreyfus	757.671.7171 x55322	
Director of Communications	David Brandt	757.213.3613	
Nearest Hospital			
Campus Security (if any)			
Building Management/Maintenance			
Police (non-emergency)			
Fire (non-emergency)			
Rescue Squad (non-emergency)			
Local TV Station			
Local Radio Station			
Local Newspaper			
Other (specify)			
Other (specify)			

**Appendix 7: Closest Medical Facilities**

<b>Title</b>	<b>Name</b>	<b>Office Phone</b>	<b>Mobile Phone</b>
Local Emergency		911	
Nearest Hospital			
Nearest Urgent Care			
Other (specify)			
Other (specify)			

# What To Take When You Evacuate

Like families, businesses should have plans in place in the event an evacuation is required while your employees are at work. As the employer, you are responsible for your employees; develop a plan for an emergency evacuation, and share it with your employees. Many times, employees don't know what to take with them and what to leave behind. You have likely heard the terms "Go Bag", "Bug out Bag" or "Grab Bag". These are all terms used to describe a readily-accessible emergency kit that contains all of a person's necessary personal items and important tools in a single, easy to reach bag. "Go bags" are intended to provide enough supplies for up to three days of disorder caused by a natural disaster, act of terrorism or other disruptive event.

To help you and your employees with this process, we have created a checklist of essential items. Keep in mind, these are just suggestions; this is not a complete list, nor are we proposing that each "go bag" contain all of these items. Some of the items may be unnecessary or not applicable to your situation. Remember, above all, safety is the primary goal.

The "go bag" should contain enough supplies for 72 hours. It should be located in an easily accessible location and be packed to be easy to transport, such as a suitcase on wheels or a backpack. The items that are to be included in the "go bag" should be kept close by, at all times, if possible. Time wasted collecting items before evacuating could be a serious, even deadly mistake. Encourage employees to pack as much as possible ahead of time, and make sure it is always ready to go.

This collection of supplies should be comprised of the bare minimum you would need in the event of a crisis taking place in your office or business.

✓ Suggested Items to include in an Business/ Office Evacuation "Go Bag"	✓ Suggested Items to include in an Business/ Office Evacuation "Go Bag"
<input type="checkbox"/> Cellphone or PDA (containing key emergency contacts, passwords, etc.) and charger	<input type="checkbox"/> Flash drive with critical documents, employee information, emergency plans/procedures, asset inventories and insurance information
<input type="checkbox"/> Identification and wallet/cash/credit cards	<input type="checkbox"/> First aid supplies
<input type="checkbox"/> Car/house keys and office keys or passcard	<input type="checkbox"/> Personal medications
<input type="checkbox"/> Laptop and charger	<input type="checkbox"/> Password book/document
<input type="checkbox"/> Office phone roster (including personnel emergency contacts' information)	<input type="checkbox"/> Basic office supplies (pen and paper)
<input type="checkbox"/> Office floor plans (to aid in possible search/ rescue efforts)	<input type="checkbox"/> Network cables (Ethernet)
<input type="checkbox"/> Calendar/day planner	<input type="checkbox"/> Bottled water and non-perishable food
<input type="checkbox"/> Server backup tapes or drives	<input type="checkbox"/> Flashlight (preferably LED, which last longer than traditional flashlights)
<input type="checkbox"/> Disaster plan or emergency procedure manual	

Taking the time now to direct your employees to collect important belongings and tools may allow your organization to recover from an emergency more quickly as a result of this preparation.

# Disaster Supply Checklist

Recovering from a disaster is a gradual process. It can be a chaotic time in both your professional and personal life.

This disaster recovery kit checklist will provide a breakdown of the items typically needed to initiate recovery procedures following an interruption. One of the primary functions of any recovery kit is the protection of important records and emergency items of a business in order to ensure a smooth reconstruction of vital information and operations following any disaster. Several kits should be prepared and be easily accessible so that restoration procedures can begin immediately.

Description	Included		Quantity	Task Assigned To
	Yes	No		
<b>BUSINESS CONTINUITY PLAN IMPORTANT RECORDS</b>				
Insurance Policies				
Fixed Asset Inventory				
Contracts				
Employee Information				
Key Contact Information (Hard Copy)				
<b>OFFICE SUPPLIES/OPERATING SYSTEM INSTALLATION DISKS/SOFTWARE LICENSING KEYS</b>				
Software Installation Disks				
Software Licensing Keys				
Hardware Serial Numbers				
Stamps				
Writing Utensils and Notepads				
Stapler and Staples				
Tape				
Printer Paper				
Calculators				
Letterhead				

# Disaster Supply Checklist (cont.)

Description	Included		Quantity	Task Assigned To
	Yes	No		
<b>EMERGENCY ITEMS</b>				
Petty Cash				
Water (One Gallon per Person per Day)				
Map of the Area				
Three Day Supply of Non-Perishable Food				
Battery Powered/Crank Radio				
Flashlight				
Extra Batteries				
First Aid Kit				
Whistle to Signal for Help				
Can Opener for Food (if Kit contains Food)				
Blankets				
Mobile Device Chargers				
Fuel Company Vehicles				
Plastic Tarps				
<b>SANITATION</b>				
Dust/Filter Masks				
Moist Towelettes				
Plastic Garbage Bags				
Paper Towels				
Rubber Neoprene Gloves				



# Disaster Supply Checklist (cont.)

Description	Included		Quantity	Task Assigned To
	Yes	No		
<b>TOOLS</b>				
Duct Tape				
Pocket Knife				
Wrench or Pliers to Turn Off Utilities				
Screwdriver				
Lighter/Matches (Sealed in a Plastic Bag)				
Gloves				
Safety Goggles				
Crow Bar				
Basis Hand Tools				
<b>GRAB &amp; GO KITS FOR EMPLOYEES</b>				
Medications				
First Aid Kit				
Cash				
Emergency Contact Information				

# Active Shooter

One of the worst forms of workplace violence is an active shooter situation. Police may respond promptly to your 911 call but, in the interim, lives are at risk. In an active shooter situation, you have the following options.

## Escape

No matter where you are on the property, always have a plan. Escaping from the situation is your best plan of action.

- If there is an escape path – Get out
- Leave regardless of whether others follow
- Leave your belongings
- Help others escape, if possible
- Prevent others from entering the area
- Keep your hands visible when exiting the building
- Do not attempt to move wounded people
- Call 911 when you are safe

## Hide

If you can't escape, find a place to hide where the active shooter is less likely to find you.

- Be out of view of the shooter
- Provide some protection if shots are fired in your direction, such as a room with a closed and locked door
- Pile heavy furniture in front of the door to further restrict shooter access
- Be sure not to trap yourself
- Remain as quiet as possible
- Silence your cell phone and any other sources of noise, such as radios
- If you can, call or send a text or email to the police
- If you call 911 but can't speak, just allow the dispatcher to listen to what is going on

## Fight

As a last resort, when your life is in imminent danger, attempt to disrupt, distract or incapacitate the shooter.

- Act as aggressively as possible against the shooter
- Throw items and use improvising weapons such as a lamp, chair, etc.
- Yell
- If you are in a group of people, move together
- Commit to your actions



## Signs of Potential Violent Behavior

- Sudden changes in demeanor
- Physical complaints against people or groups
- Depression or withdrawal
- Emotional responses to innocuous comments
- Paranoia
- Comments about suicide or wanting “to show someone”
- Comments about firearms in conjunction with violent crimes

When the police come, they will not necessarily know who the attacker is so you need to take steps to further protect yourself.

- Promptly follow all police instructions
- Drop anything in your hands and raise them, keeping them visible at all times
- Do not make any quick movements
- Move to where the police direct you and be prepared for further screening

## Preparing for an Active Shooter Situation

It is extremely important to have a plan for this type of situation. Reacting quickly when gun shots are heard or a shooting is witnessed is vital. Your plan should include the following:

- An evacuation procedure from all areas of your building, including designated assembly points and maps showing primary and secondary escape routes
- Designate safe points and hiding places within the building
- Discuss what communication options are available with your local police and include them in your plan
- Contact information for local hospitals, including distances away from your building, phone numbers and contact people
- Procedures for employees to follow including fighting as a last resort (what can be used as a weapon and how to disrupt the attack) and what to do when the police show up
- Training on these procedures, including mock drills coordinated with local police

## Preventing an Active Shooter Situation

It is not always possible to prevent a shooting situation from developing. Shooters are often individuals who feel a grudge against someone at the company and attack as a means of “evening the score.” However, below are some steps you can take.

- Establish zero tolerance for aggression in the workplace
- Create and maintain a respectful work place
- Be aware of changes in an individual that may indicate a tendency to use violent means to achieve a goal (see Signs of Potential Violent Behavior)
- If you see something, say something



### Rustin Godfrey

150 Boush Street, Ste. 704  
Norfolk, VA 23510

757-353-4934

[www.ajg.com](http://www.ajg.com)