

# CHAPTER 24 (Revised 1/19/2021)

## CRITICAL INCIDENT MANAGEMENT PLAN (CIMP)

### I. SCOPE OF AUTHORITY

COMMON INCIDENTS	
Bomb Threat	p. 19
Civil Protest	p. 22
Explosion	p. 24
Fire	p. 25
Flood	p. 27
HAZMAT Incident	p. 28
Infrastructure Failure	p. 29
Security Breach	p. 30
Snow/Ice Storm	p. 30
Tornado	p. 31
Violent Incident	p. 32
Pandemic Response	p. 33
Earthquake	p. 39

This chapter establishes the **Critical Incident Management Plan (CIMP)** for Concordia University, Nebraska and assigns responsibilities for the development, implementation and maintenance of the plan.

The Critical Incident Management Plan applies to all areas of the Concordia University campus. This plan is the basic framework for critical incident preparedness. It is not intended to cover every individual need. We encourage departments to supplement this plan to suit their own needs while following the basic provisions outlined in this plan.

All requests for procedural changes, suggestions or recommendations should be submitted in writing to the Environmental Health and Safety (EHS) Committee.

### II. PURPOSE

Concordia University, Nebraska shall conduct continuous planning to minimize the risk of personal injury and property loss for critical incidents; shall cooperate with the public bodies and agencies charged with disaster control; shall take necessary and prudent steps to assure continuity of operations and restoration of normal activities as quickly as possible following an emergency or a disaster.

Concordia is committed to supporting the welfare of its students, faculty, staff and visitors. Preparing a campus critical incident management plan and allocating resources to respond to possible emergencies is one way in which the university offers this support. The plan is fashioned in accordance with appropriate laws, regulations and policies that govern crisis/emergency preparedness and reflects the best and most current thinking in this area.

The Critical Incident Management Plan is designed to maximize human survival and preservation of property, minimize danger, restore normal operations of the university, and assure responsive communications with the university, surrounding neighborhoods and city. This plan is set in operation when a natural or induced crisis affecting the university reaches proportions that cannot be handled by normal operations. A crisis may be sudden and unforeseen, or there may be varying periods of warning. This plan is intended to be sufficiently flexible to accommodate contingencies of all types, magnitudes and duration.

The plan provides for aiding the local communities when appropriate, though the prime responsibility of the plan is to the university community for which it is designed. The intent is for the plan to be viewed as a tool to accomplish the above stated purpose with a minimum of confusion and wasted effort.

Additionally, it is believed that a coordinated response to campus critical incidents will provide the following outcomes:

- A more rapid response to critical incidents and a higher level of mitigation,
- A more systematic and routine approach to critical incidents,
- A venue for promptly identifying and support university decision makers,
- A system for evaluating all critical incidents with the goal of providing improved plans to protect lives and property as well as reduce exposure to vicarious liability, and
- Improved management of public information.

This plan focuses on the following types of crises:

- Bomb Threat
- Civil Protest
- Explosion
- Fire
- Flood
- Hazardous Materials Incident
- Infrastructure Failure
- Security Breach
- Snow or Ice Storm
- Tornado
- Violent Incident
- Pandemic Response and Recovery
- Earthquake

### III. DEFINITIONS

A. **Critical Incident:** One that can cause deaths or significant injuries to faculty, staff, students or the public; or that can shut down business, disrupt operations, causes physical or environmental damage; or that can threaten the institution's financial standing or public image. Other "crises" are addressed in the *Additional Emergency Procedures*.

B. **Emergency Unit:** A unit which is properly trained and equipped to handle the emergency for which it is called. The unit provides, on a 24-hour basis, immediate response in order to bring the emergency situation under control. Emergency Units are identified as:

- University Buildings and Grounds Department
- City of Seward Public Works Department
- Seward Volunteer Fire and Rescue
- Seward Police Department
- Seward County Sheriff
- University Security Department

C. **Resource Unit:** A unit which provides assistance to emergency units in the form of information, expertise and/or procurement of materials and services. The unit may or may not respond immediately to an emergency site. Resource Units are identified as:

- Accounting and Finance Controller
- Operations – Aramark
- Campus Student Life Office
- Information Technology Services
- Marketing Communication Office
- Seward County Civil Defense
- State of Nebraska Department of Public Safety
- State of Nebraska Emergency Management Division.

- D. **State of Emergency:** This situation exists when a critical incident has resulted in substantial disruption of university functions, is likely to be long term, and it becomes necessary, for continuity of normal operations and/or the well-being of the university community to modify/alter normal functions, established procedures and/or policies without submitting to a formal process.
- E. **Critical Incident Command Post (CICP):** The Critical Incident Command Post is the location selected by the Critical Incident Commander to be used by them or their designee to develop response and recovery plans and manage the response and recovery process related to a crisis situation. The CIMT will determine the hours of operations of the CICP and EOC and how they will be staffed. All information, including information related to the media, and communication with the Emergency Operations Center (EOC) flows in and out from this location. CICP staff will proceed to the EOC when the CICP is deactivated.
- F. **Emergency Operations Center (EOC):** The EOC will coordinate response and recovery efforts in major emergencies at the University and facilitate the Incident Commander in providing resolution to the incident. Additionally, the EOC provides information to the support functions of the CIMT to facilitate crisis response and recovery as well as communicating with those staffing the CICP when the establishment of the CICP becomes necessary. This will be where all external operational information and incident information flow in and out from the CICP.
- G. **University Incident Commander:** The person at the scene of the crisis incident who would be in charge of the emergency response from the university. Authority of this position may be adjusted based on the outside officials attending to the situation as well as the type of crisis and level of severity.

#### **IV. AUTHORITY TO DECLARE A CAMPUS STATE OF EMERGENCY**

This Critical Incident Management Plan has been designed to provide direction for Concordia University, Nebraska during an emergency situation. While the plan does not cover every conceivable situation, it does supply the basic procedural guidelines necessary to cope with most emergencies. Emergency response operations will be conducted within the framework of these guidelines.

With any crisis situation, it is understood that a state of emergency may need to be declared. The authority to declare a campus state of emergency rests with the University President or designee; in most cases the Executive Vice President/CFO/COO (Incident Commander), Deputy Incident Commander, or the Chief Academic Officer (Provost) will be the designee if the President is unavailable.

During the period of any major campus critical incident, the President or designee shall place into effect the appropriate procedures necessary to respond to the incident and safeguard persons and property. The Director of Security and Facilities Director shall consult with university administration regarding the incident and the possible need for a declaration of a campus state of emergency.

If a State of Emergency is declared, it may become necessary to restrict access to specific areas of campus to authorized individuals. Only those authorized individuals who have been assigned emergency or resource duties will be allowed to enter the area or building affected by the incident. The Campus Security Director will oversee security for these areas.

## **V. PROCEDURE**

**FACULTY, STAFF AND STUDENTS REPORT EMERGENCIES BY DIALING 911 or 9-911 if using a campus telephone. Upon completion of calling 911 the University Security Department should be notified by dialing 402-643-3033. The University Security Department will then contact the Facilities Director.**

**THE BUILDING AND GROUNDS/SECURITY DEPARTMENT WILL NOTIFY ALL OTHER EMERGENCY AND/OR RESOURCE UNITS.**

In the event of an emergency or a disaster, the University Security and Buildings and Grounds Departments have primary responsibility for immediate response, and shall cooperate and coordinate with official emergency response authorities and university administration, in accordance with established policies and procedures for the duration of the event.

### **1. Actions and Decision at the Scene of the Incident**

- a) The Facilities Director or designee will contact university administration and communicate the extent of damage or seriousness of the incident and recommend whether the Emergency Operations Center should be placed into operation. The Emergency Operations Center shall be located away from the scene.
- b) A Buildings and Grounds designee is in charge at the scene of the incident under the direction of the University Incident Commander unless such responsibility is transferred to another unit; for example, the Fire Department in the event of a fire or Seward Police in the event of a violent incident. When the situation is brought under control, responsibility is transferred back to the university.
- c) Decisions to close and evacuate a building or to isolate an area immediately after an incident may be made by the Seward Fire Department, Seward law enforcement, or the university building manager and/or administrator.

Decisions to reoccupy a building will be made by the authorities or by the Critical Incident Management Team. The primary consideration for reoccupying will be the safety of the occupants.

## 2. Occupant Protocol-Shelter-In-Place/Evacuation

- a) Prior to the arrival of a responding outside emergency unit, the Buildings and Grounds Department shall be responsible for either sheltering in place or evacuation of university buildings, based upon the incident.
- b) Upon arrival of the outside emergency unit, the Buildings and Grounds Department (On-Scene Commander) shall transfer authority to the responding unit and shall cooperate and provide information or assistance as needed.

# VI. CRITICAL INCIDENT MANAGEMENT TEAM

In the event of a crisis incident, the Facilities Director or Security office will notify the Incident Commander who will convene the Critical Incident Management Team (CIMT). The CIMT is comprised of members from Concordia University administration and selected department heads. The CIMT will be assembled to address the immediate crisis and disband when the crisis has ended, and normal operating systems are in place.

The **Critical Incident Management Command Team (CIMT)** consists of:

**Incident Commander:** Manages and directs the incident and the recovery effort; provides liaison with the President and Vice-Presidents for reporting the status of the recovery operation.

**Deputy Incident Commander:** Backup to the University Incident Commander. Assists with the overall management of the incident.

**Provost:** Implements the Academic Critical Incident Plan.

**Liaison Officer:** Serves as the primary contact for supporting agencies assisting at the incident. Assists in the coordination and dissemination of information.

**Public Information Officer:** Serves as the conduit for information to internal and external stakeholders including the media. Manages all aspects of gathering, coordination, and dissemination of information. Determines and defines “what” is to be communicated. Manages University spokespersons.

**Safety Officer:** Monitors safety conditions and develops measures for assuring the safety of all assigned personnel. Manages security as needed for the incident. Assists the Chemical Hygiene Officer and Facilities Director as needed.

**Incident Secretary:** Manages information as it arrives and maintains a log of details/events and provides secretarial support as needed.

## **Other Members that may be included in the CIMT**

### **Athletics Services Manager**

Advise concerning student needs (communication, counseling, food service, housing...)  
Responsible for preparing athletics staff (Coaches, GAs...) in the event of an emergency  
Maintains current coaching/athletics staff contact list  
Responsible for coordination of notifying/advising athletic teams that are away from campus (*includes visiting teams and officials*)

### **Human Resources Manager**

Manages information concerning staff communication/location.  
Resource for employee emergency/family contacts  
Resource for benefits, EAP, workers compensation...  
Ensures payroll processes are maintained

### **Behavioral Health Manager**

Determine need for mental health services (acquire and deploy resources as needed).  
Activates and manages the CUNE Crisis Counseling Team (debrief after incident)  
Responsible for acquisition and management of additional Crisis Counseling Teams (if needed)  
Manage demobilization procedures for crisis counselors  
Coordinate any “follow-up care” needs for the campus community.

### **Computing/IT Services Manager**

Responsible for protection of university IT information, property, and infrastructure.  
Coordinates alternative voice/data communication if needed (and backup)  
Coordinates support for data processing resources and information recovery sites.  
Can activate the **CUNEAlert** system if needed.

### **CEO, University President**

Official University Spokesperson  
(The Executive Vice President serves as the Acting President in the President’s absence.)  
Personally, contacts next of kin in the event of serious injury or loss of life.

### **Health Services Manager**

Determine need for health services (acquire and deploy resources as needed).  
Assists emergency response personnel (as needed)  
Coordinate any “follow-up healthcare” needs for the campus community.

### **Facilities Director**

Manages Emergency Operations Center (EOC)  
Responsible for safety of physical campus (includes evaluation of physical damage)

### **Off-Site Facilities Representative**

Consultation regarding off-site issues related to the incident.  
Provide for temporary use of off-site facilities if needed.

### **Chemical Hygiene Officer**

Manages any Hazardous Materials Incident. (Oversees containment/cleanup.)  
Consultation regarding dealing with chemicals. (I.e. Evacuation/Professional HAZMAT)

### **Campus Events Manager**

Coordinates space for communications, counseling, emergency personnel, media, visitors...  
Manages information/instructions to any “visitors” on campus (Check with Admissions)  
Responsible for contacting/diverting any off-campus groups scheduled to arrive on campus.

### **Student Life Manager (Director of Student Development)**

Advise concerning student needs (communication, counseling, food service, housing...)  
Responsible for preparing student life staff (RAs/RCs) in the event of an emergency.

### **Website Manager**

Supports the emergency dissemination of information as it relates to the website(s).  
Spokesperson (w/President, Provost, Dir. of Marketing coordination)  
Can activate the **CUNELert** system if needed.

### **Controller**

Responsible for maintaining access to funds needed to manage the incident.  
Assists in the coordination of any emergency purchases

The CIMT’s role is to support the emergency field operations from the Emergency Operations Center (EOC). With the exception of the Critical Incident Commander (If safe to do so), the CIMT will not respond to the scene, but should report to the EOC. It is the responsibility of emergency responders at the scene to isolate, contain and neutralize the incident.

The CIMT will be responsible for managing and directing the activities of the various departments that will be involved in crisis response and recovery, and the EOC. During the initial stages of the crisis, the CIMT will be responsible for providing resources for field operations when requested. It is the responsibility of the person(s) in charge of the scene to communicate with the CIMT and EOC to provide status reports and to inform the team as to what resources are needed. The EOC will communicate with the CIMT and serve as a communication channel between the scene and the CIMT.

Critical incidents are defined as those situations which have the potential to cause injury or loss of life, major campus disruptions and property damage or loss. The following are examples of events which may be designated as a critical incident which would activate the CIMT. These are merely examples and do not constitute a comprehensive list of possible crisis events.

- Fire, explosion, hazardous materials spill or other damage to campus property which may require closing the site temporarily or permanently.
- Failure of utility systems to the extent that one or more buildings are without service.
- An incident resulting in, or with the potential for, fatality or major injury.

## **CRITICAL INCIDENT PLANNING PRIORITIZATION CRITERIA**

1. Protect human life; prevent/minimize personal injury.
2. Prevent/minimize damage to physical assets, including structures, animals and research data.
3. Protect the environment.
4. Restore normal operations.

## **VII. EMERGENCY OPERATIONS CENTER (EOC)**

### **1. Location**

The location for the EOC will be in functional proximity to the incident.

The EOC will be the main headquarters in emergencies involving only Concordia University and will coordinate with the Critical Incident Management Team, Seward Police Department, Seward County Sheriff's Department and the Seward Fire and Rescue agency. For emergencies involving the city and other areas of the county, the EOC may be offered as a resource.

### **2. Purpose and Role**

The purpose of the EOC is to coordinate response and recovery efforts in major emergencies at the university and to assist and facilitate the Incident Commander in providing resolution to the incident.

Additionally, the EOC provides information for the support functions of the Critical Incident Management Team to facilitate crisis response and recovery as well as communicating with those staffing the Critical Incident Command Post if the establishment of the CICP becomes necessary.

It must be emphasized that the role of the EOC is not to manage the initial response to an incident. These activities (isolate, contain and neutralize) are managed by the appropriate emergency responder's incident commander at the scene of the incident. During the initial crisis, the members of the EOC should be supportive by:

- Providing resources and information for field operations as quickly as possible when requested.
- Demonstrating patience when there is a lack of information from the field. Particularly in the early stages of an incident, there may be a tendency to over-analyze and begin to think about ways to direct the field operations. Personnel at the EOC should resist this.



- Tracking and providing status reports on various activities and resources that have been mobilized either to assist the field operations or to manage the activities away from the scene of the incident.
- Advising the field operations in some instances where immediate decisions do not need to be made.
- Briefing the CIMT who will want to know the status of the operation.

## VIII. EMERGENCY NOTIFICATION

The Concordia University CUNEAAlert System will be used to transmit critical information to a large segment of our campus as quickly as possible. CUNEAAlert will transmit information to students, staff, faculty and parents based on an individual's preferred methods of communication that they registered on Banner. At a minimum each student's cune.org email and each faculty and staff member's office phone and cune.edu email will be contacted.

### INTERNAL SYSTEMS OPERATIONS

The use of the system will be authorized by the President's Office or University Incident Commander, when it is necessary to transmit brief *urgent* messages to large segments of the university community.

The general procedure in the case of an incident occurring on campus is as follows:

1. Incident occurs or information discovered.
2. Individual identifies it as a concern.
3. Security (x-7260 / 402-643-3033) and/or Emergency Services (911) are called.
4. Security Director is notified.
5. Security Director notifies Incident Commander, or designee.
6. Incident Commander, or designee, determines whether to issue a CUNEAAlert.
7. Public Information Officer and Incident Commander develop message for the CUNEAAlert and webpage (on some occasions the Security Director, or other authorized sender, will issue a CUNEAAlert without prior steps for such reasons as weather alerts, immediate threat to safety, etc.). (See available templates).
8. Alert is sent by authorized member(s) of the CIMT.
9. Alert is received and action is taken.
10. Information communicated to CIMT about the incident and appropriate follow up is initiated.

In addition to the CUNEAAlert system, the Critical Incident Management Team may also employ other methods for notifying those within the University community including the University website, telephone calling lists, two-way radios, Buildings & Grounds Officers, Security Officers, Building Emergency Coordinators/Floor Captains as well as other university personnel as runners.

## **COMMUNICATIONS**

The Public Information Officer is the authorized media communication coordinator for the university. All public information must be coordinated and disseminated through the Public Information Officer and other marketing communication staff with assistance from other University departments and/or personnel.

University policy requires that only certain administrators speak on behalf of the university. These spokespersons are the President, the Provost, the Vice-President of Enrollment Management and Marketing, and the Director of Marketing Communication. Under certain circumstances, the previously named administrators may designate others as spokesperson.

The CIMT website manager will coordinate updating the “Alert” section of the University’s home page with relevant information, or if the situation merits, the home page will be replaced with a special University Emergency home page. Periodic updates will be provided through the same means.

The CIMT website manager will ensure a link to the American Red Cross Safe and Well website is made available on the university website. This website allows for those affected by the incident to mark themselves as safe, as well as loved ones to check on the status of their loved ones, during and after a critical incident. All members of the Concordia University community are encouraged to access this website to mark themselves safe as soon as safely possible. This website can be accessed by clicking on the following link:

[www.redcross.org/safeandandwell](http://www.redcross.org/safeandandwell)

In the event that regular telecommunications on campus are not available, the Marketing & Communication Office will center media relations at a designated location. Information will be available there for the news media and, where possible, for faculty, staff and students. Official information will be made available as quickly as possible to the Marketing Communication Office located in Weller Hall. Staff will be dispatched from the EOC to alert key leaders in each building who will be expected to alert others in their building.

During critical incidents, Marketing & Communication will work with organizational units to gather accurate and substantial information regarding the situation and details regarding the University response. Marketing & Communication, working with other CIMT members, will provide notification to students, employees and the general public on progress toward recovery and restoration of normal operations.

## **IX. FLOOR CAPTAIN PROGRAM (Building Emergency Response)**

Concordia University has implemented a building emergency response program that is designed to provide emergency response guidance respective to the needs and/or requirements of each individual building on campus. All Building Emergency Action plans are uniform campus wide

with the exception of information contained that applies specifically to each building. Every individual building on campus will have assigned to it a Building Emergency Coordinator and Alternate, as well as Floor Captains and Alternates assigned to each floor of the building.

### **Building Emergency Coordinators**

Building Emergency Coordinators will work with their respective Building Manager and CIMT to ensure all Building Emergency Action Plans are kept updated/current, all Floor Captains receive annual recurring training on emergency response procedures and requirements, all relevant emergency information is passed on to the appropriate personnel and periodic exercises are conducted to ensure all personnel are familiar with their responsibilities in emergency situations.

### **Floor Captains**

Floor Captains are responsible for working with Building Emergency Coordinators to ensure all procedures are carried out in emergency situations according to the Building Emergency Action Plans. This includes ensuring building occupants are notified of any emergency requiring them to take action, ensuring all occupants are directed to the proper evacuation or shelter areas, ensuring assistance is rendered to those in need, ensuring the building is clear of occupants when necessary, and providing assistance in accounting for all occupants. There will be a minimum of two Floor Captains assigned to each floor of any building.

## **X. LOCKDOWN (Run-Hide-Fight/Deny Entry/Closing)**

When an emergency arises that endangers the campus community, it may become necessary to lock down one or more buildings or areas to minimize the exposure to danger. Security and Buildings and Grounds (B&G) will lock exterior doors. Only those authorized individuals who have been assigned emergency or resource duties will be allowed to enter the area or building(s) affected by the incident. The Security Director will oversee security for these areas.

### **1. The general procedure in the case of a lockdown is as follows:**

- Try to remain calm.
- Consider if you would be safer by staying in place or leaving the area.
- If you decide to leave the area, do so as soon as possible (**RUN**).
- When you are clear of the area **call 911** and report the situation.
- If you decide to stay in place (**HIDE**).
  - Remain indoors and go to rooms that can be locked from the inside.
  - Do not shelter in open areas such as hallways or corridors.
  - Close and lock all interior doors or barricade entrances.
  - Close shades, drapes, blinds and turn off all lights.
  - If possible, place signs on the entrances that a “Lockdown” is in effect.
  - Occupants should be seated below window level, away from doors and windows.
  - Remain silent! Silence all cell phones, if needed, use text messaging only.
  - If gunshots are heard, lie on the floor, use heavy objects (tables/cabinets) for shelter.
  - Only if safe to do so, **call 911**.
- If you decide to **FIGHT**.
  - Do so **ONLY** as a last resort.
  - Commit to it and do not stop until the suspect is incapacitated.

## **2. Evacuation**

- Refer to the Evacuation and Relocation procedures in Section XI.

## **3. Alternate Shelter**

- If outdoors, seek cover (trees, walls, vehicles, trashcans, etc.) or leave the campus if possible.
- CIMT will determine appropriate available shelters and have them secured by police.
- Once alternative shelter(s) is/are established, CIMT will communicate location(s) and safe corridors to get there.

## **4. Medical emergency (During lockdown)**

- Buildings remain locked
- Building Manager/Emergency Coordinator to communicate with CIMT (CIMT/Emergency Responders will coordinate medical team movements).
- CIMT/Emergency Responders will establish a safe entry point for the medical team.
- CIMT/Emergency Responders will establish a time of entry.
- CIMT/Emergency Responders will establish a one-time challenge and password.

## **5. Duration**

Remain under lockdown until advised by the Building Manager, Administration, Concordia Security or Law Enforcement that the situation has been resolved.

## **6. Return to Normal**

After lockdown has been lifted, faculty and staff should then attempt to restore normal conditions and comfort/assist the building/room occupants.

# **XI. EVACUATION AND RELOCATION**

1. Transportation of persons shall be coordinated with appropriate transportation personnel for the purpose of evacuation and relocation of persons threatened by or displaced by the incident. A temporary shelter or facility will be selected if needed. Coordination for assistance, equipment, and supplies will be determined at the relocation site as needed.
2. Immediate medical assistance shall be requested for injured persons. When mass injuries have occurred, the Seward County Community-Wide Disaster Plan will be activated.
3. The primary responsibility for the protection of property, assessment of damage and restoration of normal operations shall be given to the appropriate university service unit.
4. **Evacuation/Refuge Plan for Persons with Disabilities**

There are five categories of disabilities: Mobility impairments, visual impairments, hearing impairments, speech impairments, cognitive impairments and mental health impairments. The

duration of a disability is another issue of consideration as some disabilities are long term while others are temporary.

Even though emergency personnel are usually available to assist with evacuation, this may not always be the case. Those with mobility impairments or other impairments that would make independent evacuation difficult are encouraged to make alternative plans and arrangements in advance which will increase the likelihood that individuals will be able to exit a building safely in the event of an emergency. The university may offer assistance with the development of an individual's personal emergency evacuation plan: also, an individual may request assistance with this type of planning from the university. As a first step, students desiring such help should contact Concordia University's ADA Coordinator, while staff and faculty should contact Human Resources. This information should also be provided to the appropriate Building Emergency Coordinator so plans can be updated to ensure assistance is provided.

Every individual should become familiarized with the environments they use for learning, living, recreation and work by locating exits, stairwells, elevators, firefighting equipment, fire alarms and established areas of refuge. In an emergency in an unfamiliar setting, an individual may have to become quickly aware of these elements of evacuation. Individuals should prepare for an evacuation by learning the answers to the following questions: Notification (How am I contacted in an emergency and what is the nature of the emergency?), way finding (Where is the way out?), use of way (Can I get myself out or do I need help?), and assistance (What kind of assistance might I need?) NFPA(2007).

*NOTE: Places of refuge can be in a protected stairwell or a room within the structure generally used in fire situations. Ideally, these areas are especially constructed to resist smoke and heat or equipped with a sprinkler system. Any future construction should take into consideration the incorporation of places of refuge. It is understood that existing buildings may not have adequate landings within the stairwells or have rooms that are smoke and/or heat resistant. For such buildings, places of refuge should be established as close to the exit stairwell as possible. These rooms should be marked with a sign on the corridor side identifying it as a place of refuge.*

For those who have difficulty speaking or those with hearing impairments who have the difficulty of judging volume, it may be useful to carry a whistle or a similar device for the purpose of announcing your location to emergency service personnel who will be attempting to search for those in need of assistance.

Advise others (supervisors, administrators, instructors, colleagues, fellow students) about any concerns that you may have related to emergency exiting and how they can assist you in the event of an emergency. This can include assistance to exits, areas of refuge, and alerting emergency services of your location. **(For exiting concerns related to Tornados or Bomb Threats, please see #5 and the appropriate topic herein.)**

## **5. Assisting Those with Disabilities, Evacuation Guidelines**

It is recommended that each Department establish a "buddy" system in which volunteers and alternates are recruited and paired with persons who have self-identified disabilities that would create special evacuation needs. Volunteers should become familiar with the special evacuation needs of the buddies and plan to alert and assist them if an evacuation is ordered. Volunteers should keep in mind that many people with disabilities can assist in their evacuation.

## **Persons with Visual Impairments**

In the event of an emergency, tell the person the nature of the emergency and offer to guide him/her. As you walk, tell the person where you are and advise of any obstacles. Do not grasp a visually impaired person's arm. Offer your arm for guidance.

## **Persons with Hearing Impairments**

Not all fire systems have a flashing light. Most are sound alarms. Therefore, persons with impaired hearing may not perceive emergency alarms and an alternative warning technique is required. Two methods of warning are:

- Writing a note telling what the emergency is and the nearest evacuation route/safe staging area.
- Tapping the person on the shoulder or turning the light switch on and off to gain attention, then indicating through gestures or in writing what is happening and what to do.

## **Persons Using Crutches, Canes or Walkers**

If the person is having difficulty exiting quickly, treat him/her as if injured for evacuation purposes. Carrying options include using a two-person, lock-arm position or having the person sit on a sturdy chair, preferably with arms. For level travel, an office chair with wheels could be utilized.

## **Non-Ambulatory Persons**

The needs and preferences of non-ambulatory persons will vary. Most non-ambulatory persons will be able to exit safely without assistance if on the ground floor. Some people have a minimal ability to move and lifting them may be painful and/or injurious. Frequently, non-ambulatory persons have respiratory complications. Remove them from smoke or fumes immediately.

### **Always consult the person as to his/her preference with regard to:**

- Ways of being removed from the wheelchair.
- The number of people necessary for assistance.
- Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
- Whether a seat cushion or pad should be brought along if he/she is removed from the chair.
- Being carried forward or backward on a flight of stairs.
- After-care, if removed from the wheelchair.

## **EVACUATION – Building**

Typically, the fire alarm will be activated when it becomes necessary to evacuate a building on campus. Evacuation may be required for fire, chemical spill, structural failure or some other cause.

The general procedure in the case of evacuating a campus building is as follows:

1. Alarm sounds (or verbal commands are given) to signal an evacuation is required.
2. Remain calm, listen for additional instructions.
3. If time permits, take valuables and cell phone with you.
4. Occupants should exit the building by the safest and quickest route possible.
5. Assist those with disabilities (SEE EVACUATION OF PERSONS WITH DISABILITIES).
6. Proceed to the designated assembly area (“Rally Point”) outside.
7. Cooperate with designated University officials conducting a headcount.
8. Wait for **official** notice to re-enter the building or relocate to an alternate site.

## EVACUATION – Campus

In the extremely rare event that a campus-wide evacuation becomes necessary, the campus community will be notified through CUNEAAlert and other methods of communication.

The general procedure in the case of evacuating the campus is as follows:

1. Remain calm
2. Pay close attention to instructions
  - a. Some campus evacuations may require community members to walk to an alternate location in the city of Seward.
  - b. Other campus evacuations may require the community to assemble at departure points, to be determined by CIMT, and wait for arranged transportation (Campus Security and/or Student Life will manage these locations.)
  - c. Some campus evacuations may allow members to arrange their own evacuation with personal vehicles or sharing transportation with other community members.
3. Take only essential items such as medication, identification, money, keys, cell phone...
4. Check your phone for updated CUNEAAlert messages and current instructions.
5. As time permits, building managers/emergency coordinators and residence hall staff should account for all members of their respective areas to ensure everyone is evacuated.
6. Do not return to campus until you receive **official** notice to do so.

## XII. RAPID ASSESSMENT/RESPONSE/RECOVERY

The primary responsibility for the protection of property, assessment of damage and restoration of normal operations shall be given to the appropriate University service unit. These include:

- **Buildings and Grounds:** Coordinates all services for the restoration of electrical, plumbing, heating and other support systems as well as structural integrity. Assesses damage and makes a prognosis for occupancy of the structure affected by the incident. Manages periods of minimal building occupancy.
- **Information Technology Services:** Coordinates support for data processing resources at the main data center and the designated recovery sites; provides alternative voice and data communications capability in the event normal telecommunication lines and equipment are disrupted by the incident. Evaluates the requirements and selects appropriate means of backing up the ITS telecommunications network.

- **Campus Security and Custodial Group:** Provides safety and security for people and facilities, as well as emergency support to affected areas, and notification mechanisms for additional current or potential problems. Extends a security perimeter around the functional area affected by the incident.
- **Science Department/Chemical Hygiene Officer:** Provides technical expertise when dealing with the Dunklau Building and Chemical spills.

### 1. Departmental Notification

The Department of Buildings and Grounds and Security shall be responsible for securing the incident site and notifying the designated representative (or alternate in designee's absence) of the following departments:

University Business Office -	Executive Vice President/CFO/COO Controller
Provost Office -	Provost
Facilities Services Groups -	Director of Buildings and Grounds. Assistant Director of Buildings and Grounds Building Managers/Emergency Coordinators Appropriate Alternates
Office of Marketing Communication -	Director of Marketing Communication Appropriate Alternate

Appropriate alternates shall be appointed by the CIMT. Individuals so notified shall respond, meeting for the purpose of determining the extent of damages, recovery activities, relocation needs and public information needs that are immediately required. To the extent that hazardous materials or chemicals are involved, the Buildings and Grounds Department shall notify the university Environmental Safety and Health Officer or Chemical Hygiene Officer. All emergency clean-up and recovery activities shall be subject to the oversight of the Environmental Safety and Health Officer or Chemical Hygiene Officer in accordance with the requirements of the public authorities, regulation and law.

### 2. Departmental Responsibilities

To the extent that damage is minimal, and relocation of activities is not required, the Buildings and Grounds Department shall be responsible for all site clean-up, debris removal and emergency or minor repairs. In the event of major damage where rebuilding is necessary, the Director of Buildings and Grounds shall be responsible for preparation of plans, specifications or cost estimates for building remodeling, equipment repair/replacement and contract clean-up.

### 3. Property Loss Reporting Requirements

Preliminary reports regarding the cause of the loss, the extent of damage and the plans for recovery and relocation shall be provided to the university Executive Vice President/CFO/COO by the Director of Buildings and Grounds within 48 hours.



All losses shall be reported to the Executive Vice President/CFO/COO or Provost for communication to the Board of Regents and the university's insurance company.

### **XIII. DEALING WITH A DISRUPTED WORK OR ACADEMIC ENVIRONMENT**

Concordia University seeks to provide a work environment that supports people and the educational business of the university.

In those situations that, due to equipment malfunction, weather or other crisis situations, work/classroom space is uninhabitable because of heat, cold, water, smoke or other conditions that make the work site unsafe or uninhabitable, supervisors/instructors will make a decision relative to continuation of work/instruction at that location. If the supervisor/instructor, based on consultation with appropriate university officials, his/her knowledge of the term and severity of the condition, and based on a reasonable person standard, decides to vacate the work site, he/she shall use the following guidance.

- If possible, services to students, faculty, staff and the public should be continued at an alternate work location within the university campus. Supervisors/instructors should identify these alternate work/instruction locations in advance and advise faculty and staff of the location and the situations which would require relocation to an alternate work site (i.e., lack of heat, fumes and threats to safety/security).
- If space is not available in locations noted above for all or a portion of the affected staff, they should consider other assembly facilities on campus, i.e., library, chapel, Thom auditorium, campus center, music building, dormitory lounges, etc. To the extent possible, normal workflow should be maintained. If computers, phones and other necessary equipment are not available, staff should engage in planning, evaluation or training activities which require staff presence but not operational equipment.
- If the options listed above are not feasible, the supervisor/instructor can authorize staff and students to work at home (if appropriate) or they may approve an alternate work schedule or off-site location to make up the time.
- If none of the above options are feasible, staff may be required to utilize paid leave (vacation) or unpaid leave, during periods of disruption. It is the university's intent to avoid this option if possible.

Supervisors/instructors are responsible for monitoring the availability of the original workspace and for notifying staff, faculty and students when it is appropriate to return to the regular work/instruction area.

Determinations as regards to classes will be made by the academic units in coordination with the University Provost. (See also Academic Continuity Plan on the connectCUNE portal)

## **XIV. REVIEW OF THE CRITICAL INCIDENT MANAGEMENT PLAN**

- A. The Environmental Health and Safety (EHS) Committee shall review the Critical Incident Management Plan on an annual basis and revise as needed. Before a date is set for the review of the plan, notification shall be sent to the Critical Incident Management Team and all emergency and resource units to include solicitation for suggested improvement of the plan.
- B. Additionally, the plan will be reviewed by the EHS Committee as appropriate, following an event that requires the activation of the Critical Incident Management Team.
- C. The Environmental Health and Safety (EHS) Committee shall review the Critical Incident Management Plan on an annual basis and revise as needed. Before a date is set for the review of the plan, notification shall be sent to the Critical Incident Management Team and all emergency and resource units to include solicitation for suggested improvement of the plan.
- D. Additionally, the plan will be reviewed by the EHS Committee as appropriate, following an event that requires the activation of the Critical Incident Management Team.
- E. The EHS Committee will also monitor and review on an annual basis the following:
  - Lists of agencies and phone numbers to use as a resource for the CIMT.
  - The ten common critical incidents to ensure they match the ten most likely events.
  - Lists and related information concerning places of refuge, including ongoing inspections
- F. In addition to this document, the Critical Incident Management Team has developed and maintains a *Concordia University, Nebraska Emergency Operations Plan* (EOP) with detailed procedures and protocols for campus emergencies. The CIMT is responsible for reviewing, updating, maintaining, and distributing the EOP.

## **XV. CRITICAL INCIDENT MANAGEMENT PLAN**

### **COMMON CRITICAL INCIDENTS AND RESPONSE STRATEGIES**

<b>BOMB THREAT</b>	<b>p. 19</b>
<b>CIVIL PROTEST</b>	<b>p. 22</b>
<b>EXPLOSION</b>	<b>p. 24</b>
<b>FIRE</b>	<b>p. 25</b>
<b>FLOOD</b>	<b>p. 27</b>

<b>HAZARDOUS MATERIALS INCIDENT</b>	<b>p. 28</b>
<b>INFRASTRUCTURE FAILURE</b>	<b>p. 29</b>
<b>SECURITY BREACH</b>	<b>p. 30</b>
<b>SNOW OR ICE STORM</b>	<b>p. 30</b>
<b>TORNADO</b>	<b>p. 31</b>
<b>VIOLENT INCIDENT</b>	<b>p. 32</b>
<b>PANDEMIC RESPONSE AND RECOVERY</b>	<b>p. 33</b>
<b>EARTHQUAKE</b>	<b>p. 39</b>

## **BOMB THREAT**

A bomb threat may come to the attention of the receiver in various ways. It is important to compile as much information as possible. Please *DO NOT* attempt to notify or evacuate an entire building as this could consume valuable time that would be better used to gather important information. Please keep in mind that the vast majority of bomb threats are false and are primarily intended to elicit a response from the building occupants. In the case of a written threat, it is vital that the document be handled by as few people as possible as this is evidence and should be turned over to law enforcement. If the threat should come via e-mail or text, make sure to save the information on your computer or phone. Most bomb threats are transmitted over the telephone; thus, the following instructions will be provided with that assumption.

### **IMMEDIATE ACTION**

7. Remain calm and immediately refer to the attached *Telephone Bomb Threat Checklist*. If applicable, pay attention to your telephone display and record the information shown in the display window.
8. The objective is to keep the caller on the line as long as possible to gather as much information as possible. Try not to anger the caller at any time.
9. While engaging the caller, pay attention to any background noise and distinctive sounds (machinery, traffic, other voices, music, television, etc.).
10. Note any characteristics of the caller's voice (gender, age, education, accent, etc.).
11. Attempt to obtain information on the location of a device (building, floor, room, etc.).
12. Attempt to obtain information on the time of detonation and type of detonator.
13. As soon as possible, call 911 or 9-911 and the Buildings and Grounds

Department/Security Department (402-643-7415 or 402-643-3033). Have someone else do this if possible, while you keep the caller on the line otherwise, **immediately** after the caller has ended the call.

14. If the threat was left on your voicemail, **do not erase**.
15. Notify the immediate supervisor within your work area.

## **DECISION**

The decision to evacuate a university facility shall be made after a thorough evaluation of the information available, including but not limited to:

- The nature of the threat
- The specificity of location and time of detonation
- Circumstances related to the threat (i.e. political climate, series of events leading to the threat, etc.)
- Discovery of a device or unusual package, luggage, etc.

Law enforcement will dispatch a search team and will organize the search. Other emergency units will be alerted to the threat and asked to stand by for further instructions. Any employee who wants to leave the building will be permitted to do so. Persons leaving the building should report to a specified location for further instructions. *(See Section XI, Dealing with a Disrupted Work or Academic Environment.)*

## **DECISION MAKER(S)**

The decision to evacuate will be made by the Incident Commander, Deputy Incident Commander or designee with law enforcement, rescue and/or appropriate individuals in university administration. *(See Section XI, Evacuation/Refuge Plan for Persons with Disabilities.)*

## **SUBSEQUENT PROCEDURES/INFORMATION**

Staff can be of assistance to the Emergency Responders in several ways. Staff will be more familiar with their work area than the Emergency Responders. As the search is conducted, staff may be asked to assist with the search and identify boxes or objects in their work area. The importance of good housekeeping will be very apparent at this time. Throughout the year, it is important to keep areas free of unnecessary debris. If an evacuation is necessary, classes will be dismissed. If a device, package, bag, etc., is discovered, the Buildings and Grounds Department/Security Department will notify law enforcement for assistance. The decision to resume normal activities in the building will be made jointly by the building manager or a designee in consultation with the President and/or appropriate individuals in university administration. Law enforcement agencies will interview the person who received the threat.

# TELEPHONE BOMB THREAT CHECKLIST (DO NOT HANG UP)

**KEEP CALM:** Do not get excited or excite others. (Have someone else call Security 402-643-3033).

**TIME:** Call received \_\_\_\_\_ a.m. / p.m.

Call Terminated \_\_\_\_\_ a.m. / p.m.

**EXACT WORDS OF CALLER:**

**DELAY: ASK CALLER TO REPEAT**

**Questions you should ask:**

- A. Time bomb is set to explode. \_\_\_\_\_
- B. Where located? Floor \_\_\_\_\_ Area \_\_\_\_\_
- C. What kind of bomb? \_\_\_\_\_
- D. Description? \_\_\_\_\_
- E. Why kill or injure innocent people? \_\_\_\_\_

**Voice Description:**

- Female    Young    Middle-Aged    Rough    Refined
- Male    Old    Nervous    Calm    Other: \_\_\_\_\_
- Accent:  Yes    No Describe: \_\_\_\_\_
- Speech Impediment:  Yes    No Describe: \_\_\_\_\_
- Unusual Phrases: \_\_\_\_\_
- Recognize Voice? If so, who do you think it was? \_\_\_\_\_

**BACKGROUND NOISE**

- Music    Traffic    Horns    Whistles    Bells    Airplanes    Tape Recording
- Machinery Describe: \_\_\_\_\_
- Running Motor (Type) \_\_\_\_\_
- Other: \_\_\_\_\_

**ADDITIONAL INFORMATION**

- A. Did caller indicate knowledge of the facility? If so, how? In what way?
- B. What number did call come in on? \_\_\_\_\_ Is the number listed?  Yes    No  
Whose number is this?

# CIVIL PROTEST

A civil protest will usually take the form of an organized public demonstration of disapproval or display disagreement with an idea or course of action. It should be noted that in *many* cases campus protests such as marches, meetings, picketing and rallies will be peaceful and non-obstructive. A protest should not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

1. Disruption of the normal operations of the university.
2. Obstructing access to offices, buildings or other university facilities.
3. Threat of physical harm to persons or damage to university facilities.
4. Willful demonstrations within the interior of any university building or structure, except as specifically authorized and subject to reasonable conditions imposed to protect the rights and safety of other persons and to prevent damage to property.
5. Unauthorized entry into or occupation of any university room, building or area of the campus, including such entry or occupation at any unauthorized time, or any unauthorized or improper use of any university property, equipment or facilities.

## IMMEDIATE ACTION AND DECISION MAKER(S)

If any of the above conditions exist, the Buildings and Grounds Department and Security should be notified and will be responsible for contacting and informing the Incident Commander or Deputy Incident Commander and the Liaison Officer. Depending on the nature of the protest, the appropriate procedures listed below should be followed:

### 1. Peaceful, Non-Obstructive Protest

- A. Generally, peaceful protests should not be interrupted. Protestors should not be obstructed or provoked, and efforts should be made to conduct university business as normally as possible.
- B. If protestors are asked, at the President's or designee's request, to leave but refuse to leave by regular facility closing time:
  - Arrangements will be made by the Liaison Officer to monitor the situation during non-business hours, or
  - Determination will be made to treat the violation of regular closing hours as a disruptive protest. (See Section 2)

### 2. Non-Violent, Disruptive Protest

In the event that a protest blocks access to university facilities or interferes with the operation of the university:

- A. The Liaison Officer or his/her designee will go to the area and ask the protestors to leave or to discontinue the disruptive activities.
- B. If the protestors persist in disruptive activity, the following statement will be read by a selected university administrator as circumstances permit:

*“I am \_\_\_\_\_, speaking on behalf of Concordia University. The University’s Student Handbook forbids in Section 2.03.B14 and B15:*

**2.03B 14:** *Participating in an on-campus or off-campus demonstration, riot or activity that disrupts the normal operations of the university and/or infringes on the rights of other members of the university community; leading or inciting others to disrupt scheduled and/or normal activities within any campus building or area.*

**2.03B 15:** *Obstruction of the free flow of pedestrian or vehicular traffic on university premises or at university sponsored or supervised functions.*

*Individuals here present violating these rules may be subject to disciplinary action, up to expulsion from the university. These individuals may also be subject to arrest for criminal trespass, pursuant to Nebraska Law.”*

- C. If the protestors persist in disruptive behavior after the above administrative message is read, the following statement shall be read as circumstances permit:

*“The university has requested that law enforcement clear this area. The university’s administration will now withdraw from this area to permit law enforcement to do so.”*

***Immediately followed by:***

Law enforcement advancement and action.

### **3. Violent, Disruptive Protests**

In the event that a violent protest in which injury to persons or property occurs or appears imminent, the following will occur:

A. During Business Hours

- Law enforcement and the Liaison Officer or designee will be notified immediately.
- If advisable, the Liaison Officer will alert the President and other key administrators.
- The President, in consultation with the Liaison Officer and law enforcement will determine further actions.

## B. After Business Hours

- Law enforcement and a Student Life Office representative will be notified immediately of the disturbance.
- Law enforcement and the Student Life Office will investigate the disruption and report and notify the Liaison Officer and other key administrators.
- The Liaison Officer will report the circumstances to the President and others as appropriate.

NOTE: If possible, an attempt should be made to communicate with the protestors to convince them to desist from engaging in violent activities in order to avoid further escalation of possible violent confrontation.

## **SUBSEQUENT PROCEDURES/INFORMATION**

Inform the Buildings and Grounds Department/Security Department of needs for building security. If assistance is needed with mass transportation, the Liaison Officer will call for assistance from the university transportation coordinator.

Efforts should be made to secure positive identification of protestors in violation to facilitate later testimony, including photographs if deemed advisable. Additionally, efforts should be made to video any police action for future reference.

**(REFER TO APPLICABLE CONCORDIA UNIVERSITY STUDENT HANDBOOK AND SECURITY MANUAL PROVISIONS)**

## **EXPLOSION**

An explosion is caused by a rapid expansion of gas from chemical reactions or incendiary devices. Signs of an explosion may be a very loud noise or series of noises and vibrations, fire, heat or smoke, falling glass or debris or building damage.

### **IMMEDIATE ACTION**

Get out of the building as quickly and calmly as possible. **Call 911, if using a Concordia telephone, dial 9-911.**

If items are falling off bookshelves or from the ceiling, get under a sturdy table or desk. If you are trapped in debris, tap on a pipe or wall so that rescuers can hear where you are.

Assist others in exiting the building and moving to designated evacuation areas. **See Section XI, Evacuation/Refuge for Persons with Disabilities.** Keep streets and walkways clear for emergency vehicles.



Untrained personnel should not attempt to rescue people who are inside a collapsed building. Wait for emergency personnel to arrive.

## **DECISION**

The responding emergency unit will respond and make decision regarding the control and abatement of the explosion incident and issuing or not issuing the all clear for safe building re-entry and occupancy.

## **DECISION MAKER(S)**

The emergency unit or agency in control will decide when to turn control of the scene back over to the appropriate university entity, e.g. the building manager or facility tenant(s). Depending on the nature of the incident, other public response and law enforcement agencies may be involved in decisions or control of the scene, e.g. criminal actions.

## **SUBSEQUENT PROCEDURES/INFORMATION**

Depending on the nature and degree of the explosion incident, other support agencies and university resource units may be brought in for services or assistance. (Buildings and Grounds, Environmental Safety and Health Officer, Director of Buildings and Grounds)

# **FIRE**

A fire may include visible flames or strong odors of burning. The appropriate emergency action is for persons to evacuate the building quickly and safely and notify the Fire Department by dialing 911.

## **IMMEDIATE ACTION**

### **1. For the person discovering the fire:**

A. Extinguish only if you can do so safely and quickly.

- After the fire is extinguished, call Buildings and Grounds/Security at 402-643-7415 or 402-643-3033
- In case of emergency – DIAL 911

B. If the fire cannot be extinguished:

- Confine the fire by closing the doors.
- Pull the nearest fire alarm, if there is one.
- Call the Fire Department – DIAL 911 and Security Department – 402-643-3033.
- Alert others.

- Meet the Fire Department when they arrive.
- 2. For occupants of the building:**
    - A. Close the doors to your immediate area.
    - B. EVACUATE the building via the nearest exit. Assist others in exiting the building.
    - C. DO NOT use elevators.
    - D. Avoid smoke filled areas
  - 3. For persons evacuating from the immediate fire area:**
    - A. Feel door from top to bottom. If it is hot DO NOT proceed; go back.
    - B. If door is cool, crouch low and open the door slowly. Close door quickly if smoke is present so you do not inhale it.
    - C. If no smoke is present, exit the building via the nearest stairwell or exit.
    - D. If you encounter heavy smoke in a stairwell, go back and try another stairwell.
  - 4. For persons with mobility concerns, see Section XI, Evacuation/Refuge for Persons with Disabilities.**

## **DECISION**

The responding Seward Volunteer Fire Department will control and make decisions on the scene of the fire. The Seward Volunteer Fire Department will decide when to turn control of the scene back to the university. The university Buildings and Grounds Department, in consultation with applicable university administrators, will decide when to turn control of the scene back to the facility tenant(s).

## **DECISION MAKER(S)**

The Seward Volunteer Fire Department will make decisions regarding the control and abatement of the fire incident and issuing or not issuing all clear for safe building re-entry and occupancy. At the discretion of the Fire Department Incident Commander, site control will be transferred to the appropriate university entity.

## **SUBSEQUENT PROCEDURES/INFORMATION**

Depending on the nature and degree of the fire incident, other support agencies and university resource units may be brought in for service or assistance.

# FLOOD

Floods may be caused by domestic water systems (water, sewer and HVAC systems) or by rivers and/or streams overflowing their banks.

- Floods caused by domestic systems do not endanger people but can cause extensive damage to the building and equipment.
- Floods caused by overflow of rivers and streams are extremely dangerous and may require the evacuation of buildings.

## IMMEDIATE ACTION

1. For floods caused by domestic water system failure:
  - A. Call 402-643-7415 or 402-643-3033 to report the building and room number.
  - B. Protect university property from damage where possible.
  - C. Buildings and Grounds personnel will remove the water and perform building repairs.
2. For floods caused by rivers and/or streams overflowing their banks:
  - A. Buildings and Grounds and Security personnel will manage protective measures when flood damage is present.
  - B. Buildings and Grounds and Security will keep occupants informed regarding river level.
  - C. If flood is imminent, occupants will be asked to move property for its protection.
  - D. Occupants should be prepared to evacuate if advised to do so by Buildings and Grounds or the building manager.

## DECISION

The responding Buildings and Grounds or Security personnel will take control and make decisions on the flood scene. They will decide when to turn control back over to the building occupants or appropriate university personnel when outdoor areas are involved.

## DECISION MAKER(S)

Director of Buildings and Grounds and Security personnel will make decisions, in consultation with university administration, regarding control and access to buildings/areas affected by the floods and issuing or not issuing all clear for safe building/area re-entry and continued occupancy.

## SUBSEQUENT PROCEDURES/INFORMATION

In extreme cases of flooding, it may be necessary to request assistance from local, state or federal agencies. Such requests for assistance will be coordinated by the university's Critical Incident Management Team.

# HAZARDOUS MATERIALS INCIDENT

A hazardous materials incident may be a spill or release of chemicals, radioactive materials or biological materials inside a building or to the environment. The user may manage simple spills. Major spills or emergencies require emergency assistance from 24-hour emergency agencies, i.e. the Seward Volunteer Fire Department. The university does not have a fire department or HAZMAT Team.

## Simple Spill

Does not spread rapidly  
Does not endanger people  
Does not endanger environment  
Trained individual can clean up

## Major Spill or Emergency

Spreads rapidly  
Endangers people  
Endangers Environment  
Must call 911 or 9-911

## IMMEDIATE ACTION

1. Simple spills should be cleaned up by the person causing the spill. (See Concordia's "Chemical Safety" HAZCOM, and Chemical Hygiene Program.)
2. Major spills or emergencies
  - Dial 911 or 9-911
  - Evacuate, assemble at a safe distance upwind from the hazard.
  - Account for individuals
  - Wait for and provide information to responders
3. Notifications and Reporting
  - If the incident involved any radioactive materials or is a major spill of hazardous materials, notify the university's Environmental Safety and Health Officer or Chemical Hygiene Officer during business hours (weekdays 9 a.m. - 12 p.m. and 1 - 5 p.m.), or the Buildings and Grounds and Security Department at 402-643-7415 or 402-643-3033.
  - If the incident involves an oil spill or release of hazardous material into the environment or beyond university boundaries, immediately notify the Buildings and Grounds and Security Department at 402-643-7415 or 402-643-3033.

**Reports to the Nebraska Department of Environmental Quality must be made as soon as possible and not later than six hours after discovery of a major spill.**

## **DECISION**

- Determine if emergency responders are needed.
- Determine if immediate hazards are under control and the situation is stabilized.
- Determine if the site can be reoccupied or if further remediation or repair is needed.

## **DECISION MAKER(S)**

The decision to call for emergency assistance may be made by the user, a person discovering an incident or the resource or emergency unit receiving a call for assistance.

The decision that an incident is controlled and stabilized is made by the emergency response agency, i.e. the Incident Commander from the Fire Department. After immediate hazards have been controlled and stabilized, the Incident Commander will transfer authority and responsibility for the site to the university Buildings and Grounds and Security Department. The university Buildings and Grounds and Security Department will transfer responsibility back to the unit, department or facility tenant as appropriate for the situation and in consultation with applicable administrators and the Environmental, Safety and Health Officer or Chemical Hygiene Officer.

Emergency agencies and units may request input for decision-making from university resource units; for example, to determine that re-occupancy is safe.

## **SUBSEQUENT PROCEDURES/INFORMATION**

Depending on the nature and needs of the incident, assistance and services may be brought in from other public support agencies, university resource units or specialized contractors.

# **INFRASTRUCTURE FAILURE**

It is understood that from time to time on the Concordia University campus we may experience infrastructure problems with electricity, computer, steam, water or telephone failures which could render the campus or parts of the campus unsafe or uninhabitable.

## **IMMEDIATE ACTION**

1. If a critical incident is experienced related to water, electricity, natural gas or steam, call the Buildings and Grounds and Security Department at 402-643-7415 or 402-643-3033.
2. If a critical incident is experienced relating to telephone systems, call 402-643-7222 or 402-643-3033. In the event of total system failure, locate and inform the Director or Assistant Director of Buildings and Grounds or Incident Commander.
3. If a critical incident is experienced relating to computer systems, call IT Services at 402-643-7321 or 402-643-3033 or, alternatively, locate Computing Services employees.

## **DECISION**

The first responders, Buildings and Grounds and Security or ITS, will determine whether a critical incident exists, the Director of Buildings and Grounds or ITS Director will notify the Incident Commander who will convene the Critical Incident Management Team (CIMT).

## **SECURITY BREACH**

A security breach may involve a compromise of data, systems, hardware or software and may occur via a number of avenues including an intrusion on our central computing resources, a stolen laptop or desktop computer that contains personal identifiable or confidential information, reports that may be left open at work, home or other places that allow others to peruse the data, email content that is sent or forwarded to inappropriate recipients, as well as other methods. Often the security breaches are a result of poor password selection or sharing of passwords, or due to carelessness or ignorance of how sensitive data must be treated.

In the case of a data security breach, the response process will follow the steps outlined below:

1. Notification of the security breach (i.e. how do we find out).
2. An immediate response to stop the security breach.
3. Communication to the appropriate administrators, affected parties and parties that may have an interest or responsibility in the situation.
4. An analysis of the security breach to determine the parties involved, the affected systems and the extent of the compromised data.
5. A resolution of the problem by making appropriate actions to prevent the breach from continuing or recurring.
6. An assessment of our processes and resources in addressing and resolving the security breach.
7. An adjustment of our resources and processes to prevent a similar security breach from happening again.

## **SNOW OR ICE STORM**

In circumstances involving snow or ice, the Buildings and Grounds and Security Department will determine the condition of roads and walkways.

## **IMMEDIATE ACTION**

Buildings and Grounds and Security personnel will respond to all snow or ice storms to remove snow and spread sand and salt if ice is present.

## **DECISION**

When weather conditions are so extreme that administration decides it is necessary to postpone or cancel any university activity, the public will be notified as follows: Liaison Officer will inform the Provost, Deputy Incident Commander and the Marketing Communication office and make a public announcement on the status of university activities. If cancellations are to be announced, care will be taken to make a public announcement at the earliest possible time. Information on cancellations shall be communicated to faculty, staff and students via CUNEAAlert as soon as possible.

# TORNADO

A **tornado watch** means conditions are right for a tornado. During a tornado watch, the campus community should be alert to weather conditions.

A **tornado warning** means that a tornado has been sighted. The City of Seward will initiate a siren or steady tone for a period of 3 to 5 minutes. When you hear this siren, take cover immediately-*danger is imminent*.

The tornado season for the Concordia University, Nebraska campus is primarily April through June, but March through October are also “tornado months”. It is possible for tornadoes to occur anytime.

## IMMEDIATE ACTION

1. Remain calm and avoid panic
2. Go to an area of safety.

**AREAS OF SAFETY** - rooms and corridors in the innermost part of a building (lowest level).

**AREAS TO AVOID** – stay clear of windows, corridors with windows or large, freestanding expanses.

There is no guaranteed safe place during a tornado. However, it is important to seek shelter in the best location to help minimize your exposure.

3. DO NOT use elevators during a tornado warning. Persons with mobility concerns should go to an area of safety at the time of a tornado watch; DO NOT wait for a tornado warning.
4. Close all doors, including main corridors, making sure they latch.
5. Crouch near the floor or under heavy, well-supported objects and cover your head.
6. Be alert for fire. In the event of a fire, the university fire plan should be used.

## DECISION

If a tornado actually affects any of the Concordia University buildings, the decision to return to your work space or vacate the affected building(s) will be made by the Director of Buildings and Grounds, building manager or designee, in consultation with the Incident Commander, Deputy Incident Commander, Safety Officer or designee.

# VIOLENT INCIDENT

Violent incidents including, but not limited to acts of terrorism, assaults and incidents of workplace violence can occur on the university campus with little or no warning. It should be noted that the following instructions are intended for incidents that are of an emergency nature (i.e., imminent or having just occurred).

## IMMEDIATE ACTION

**If an Active Shooter or Active Killer incident is taking place, follow the procedures located in Section X-Lockdown in this chapter.**

1. Emergency situations should be reported to law enforcement by dialing 911 or 9-911.

When 911 is dialed, the Seward County Communications Center will receive the call and contact the appropriate police, fire and rescue agencies dispatching them to the incident located on university property. The 911 call will also appear on a computer screen in the dispatch center.

2. When you dial 911, be prepared to provide as much information as possible, such as the following:
  - What is happening
  - The location
  - Who is involved?
  - Type of weapon(s) involved, if any
  - Your name and location
3. Taking the time to provide such information will not delay law enforcement response. Complete information may allow them to handle the matter more efficiently.
4. Contact the Buildings and Grounds and Security Department at 402-643-7415 or 402-643-3033; Student Life Office at 402-643-7411 and other administrators as appropriate.

## SUBSEQUENT PROCEDURES/INFORMATION

Members of Concordia University's community can enhance safety of all and be of assistance to law enforcement agencies by cooperating fully with the instructions given by authorities.



# PANDEMIC RESPONSE AND RECOVERY

## I. Pre-Pandemic

- A. Director of Health Services and the Human Resources Manager collaborate on education of students, staff and faculty on latest information and preventative measures for current pandemic agent.
- B. Director of Health Services establish levels for and order Personal Protective Equipment (PPE) (exam gloves, surgical masks, N-95 masks, alcohol-based hand sanitizer, etc.). Establish a secure storage place for these supplies.
- C. Director of Health Services confirms network and process for obtaining antiviral medications and vaccinations.
- D. Director of Health Services monitors current situation per WHO, USHHS, CDC, NE HHS, Four Corners Health Department, and Seward County Emergency Preparedness. Discuss with each other as needed.
- E. Director of Health Services and HR recommend funding for next FY Budget and forward to CFO.
- F. HR works on policy/procedure for staffing during pandemic (flexible worksite, flexible hours, mandatory sick leave, etc.).
- G. SLO and B&G assesses dorms for suitability as isolation, quarantine. (E.g. electricity, heat source, potable water, bathroom with commode and sink, waste and sewer disposal). Share with Student Health, Student Services and B&G.
- H. B&G assess critical infrastructure (telephone, water, electricity, sewer, natural gas). Share shortcomings with CFO.
- I. Health Services and B&G assesses respiratory protection plan and resources.
- J. Health Services, Security, SLO and Food Services develops plan for security of property, food, water and other supplies. Consults with B&G if necessary.
- K. Conduct regular table-top exercise.

## II. Suspected/Confirmed Cases of Human-to-Human Transmission of Current Pandemic Agent in United States.

- A. Director of Health Services will contact necessary members of the Critical Incident Management Team (CIMT) and convene them for a meeting.
- B. The Director of Health Services will coordinate with the Four Corners Health Department and Seward County Emergency Management to help determine an appropriate university response and will be responsible for notifying/educating the Critical Incident Management Team regarding the latest information.
- C. The CIMT Incident Commander will be responsible for coordinating the implementation of the following roles:
  1. Student Health Center will be responsible for:
    - a. Increased disease surveillance according to CDC and NE State Health Directives in the following areas: Student Health Center, Office of Admission (travel), Athletic Department (travel), and Student Housing.
    - b. Identification of and care of cases per CDC directives (<http://www.cdc.gov>) and/or Four Corners Health Department (<http://fourcorners.ne.gov>.)

- c. Obtain appropriate standing orders from CIMT.
- d. Insure proper traffic flow in the Student Health Center.
- e. Work with appropriate university personnel to prepare possible isolation and quarantine.

**Isolation** is used for a person suspected or diagnosed with the disease. The person should be isolated in the hospital or their own home. A place to isolate a person on campus should be established if we have an on-campus resident who was unable to be immediately transported home.

**Quarantine** will be used for healthy persons who have been exposed to the suspected or diagnosed case. The person(s) should be kept in a place where they have no contact with others for the duration of the incubation period. If no symptoms develop in that time period, they may be taken out of quarantine. If a person develops symptoms, they are to be moved to isolation.

- f. Provide training for appropriate university personnel (Student Services, Buildings and Grounds, CIMT, Security) on current pandemic agent.
  - g. The Director of Health Services will serve as liaison between the Four Corners Health Department, Seward County Emergency Management and the CIMT Incident Commander.
  - h. The Director of Health Services and the Counseling Office will prepare a Mental Health Plan.
  - i. Initiate poster/e-mail campaign on self-protection.
  - j. Assist in training university personnel and providing appropriate informational materials.
  - k. Have essential personnel fit tested for PPE (personal protective equipment).
  - l. Ensure adequate supplies of, and refresh training on, appropriate PPE.
  - m. Prepare appropriate signage for isolation or quarantine.
  - n. Prepare a transportation plan in conjunction with Student Services Offices and Security.
  - o. Order and stock additional and appropriate PPE.
2. Buildings and Grounds
    - a. Prepare for additional hazardous material cleanup.
  3. Communication Services
    - a. Work with CIMT and Director of Health Services to draft internal and external bulletins and announcements for all target populations (students, staff/faculty, parents, media, etc.).
    - b. Assist with production of signage for isolation and quarantine.
  4. Student Services Office
    - a. Coordinate communications to students and parents.
    - b. Coordinate implementation of isolation and quarantine.
    - c. Work with Food Service to deal with issues.
    - d. Work with Security to deal with enforcement and parent issues.
    - e. Enact planning for isolation and quarantine of students. Director of Health Services will train essential personnel on risks and response.
    - f. Identify potential rooms and or buildings for quarantined students. Keep up to date.
    - g. Notify current occupants in spaces that may be needed of a potential move.

5. Food Services
  - a. Ensure emergency response menu is planned for various degrees of need.
  - b. Stockpile additional food supplies and water.
  - c. Ensure food delivery process is planned and delivery supplies are on hand.
  - d. Have essential personnel receive respirator fit test and training from Director of Health Services.
  
6. Cabinet/President's Office
  - a. Based on the recommendations for U.S. State Department, CDC and the Four Corners Health Department, be prepared to modify athletic events, exchange programs and university related travel between other countries, class schedules, etc.
  
7. Faculty
  - a. Monitor class attendance-report information to Provost, CIMT Incident Commander and Director of Health Services.
  
8. Human Resources
  - a. Monitor staff/faculty attendance – report information to Provost, CIMT Incident Commander and Director of Health Services.
  
9. Building Managers and Department Heads.
  - a. Develop plans for working with reduced staffing.

### **III. There is a suspected case on campus or suspected/confirmed case in Southeast Nebraska**

- A. The Critical Incident Management Team (CIMT) will convene and be provided the latest information.  
The Director of Health Services will be responsible for notifying/educating the CIMT.
- B. The CIMT Incident Commander will be responsible for coordinating the implementation of the following roles:
  1. The Student Health Center:
    - a. Coordinate/communicate with the Four Corners Health Department.
    - b. Notify the Critical Incident Management Team.
    - c. Ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases.
    - d. Preparation of prophylactic treatment contacts.
    - e. Implementation of mental health plan.
    - f. Assist Student Services personnel in how to deal with needs of people in quarantine.
    - g. Provide updated information on current pandemic agent to staff, faculty and students.
    - h. Review use of PPE and respiratory equipment.
    - i. Prepare to implement policy on transporting individuals to hospital.
    - j. Conduct respirator fit testing of essential personnel.
  
  2. Buildings and Grounds
    - a. Be prepared to place signs for quarantine and isolation
    - b. Prepare for additional hazardous material cleanup.

- c. Inform custodial personnel of their risk when cleaning Student Health, etc.
  - d. Work with Student Services to identify needed ventilation systems and to provide negative pressure areas.
  - e. Have essential personnel fit tested for PPE.
3. Communication Services
    - a. Work with CIMT and Director of Health Services to draft internal and external bulletins and announcements for all target populations (students, staff/faculty, parents, media, etc.).
    - b. Assist with production of signage for isolation and quarantine.
    - c. Handle media coverage. Assist with information to families.
  4. Student Services Office
    - a. Coordinate communications to students and parents.
    - b. Possible implementation of call center.
    - c. Coordinate implementation of isolation and quarantine.
    - d. Work with Food Service to deal with any issues.
    - e. Work with Security to deal with enforcement issues and parent issues.
    - f. Handle parent calls, especially those wanting to come to campus.
    - g. Prepare staff for how to deal with the needs of person in quarantine.
    - h. Review use of PPE.
    - i. Report any possible cases to Student Health.
    - j. Work with Food Service on delivery of food.
    - k. Be prepared to enforce quarantine and isolation.
  5. Cabinet/President's Office
    - a. Based on recommendations from U.S. State Department, CDC and the Four Corners Health Department, be prepared to modify athletic events, exchange programs and university related travel between other countries, class schedules, etc.
  6. Food Service
    - a. Ensure emergency response menu is planned for various degrees of need.
    - b. Stockpile additional food supplies and water.
    - c. Ensure food delivery process is planned and delivered supplies are on hand.
    - d. Have essential personnel receive respirator fit test and training from EHS&S.
  7. Faculty
    - a. Monitor class attendance – report information to Provost, CIMT Incident Commander and Director of Health Services.
  8. Human Resources
    - a. Monitor staff/faculty attendance – report information to Provost, CIMT Incident Commander and Director of Health Services.
  9. Building Managers and Department Heads
    - a. Review plans for working with reduced staff levels.

#### IV. Confirmed Case on Campus

- A. The Critical Incident Management Team (CIMT) will convene and be provided the latest information on the Current Pandemic Agent.  
The Director of Health Services will be responsible for notifying/educating the CIMT.
- B. The CIMT Incident Commander will be responsible for coordinating the implementation of the following roles:
  1. The Student Health Center
    - a. Notify the Four Corners Health Department (<http://fourcorners.ne.gov>). All direction on how to proceed will be received from the Four Corners Health Department and the CIMT.  
The Director of Health Services will serve as the liaison between the Four Corners Health Department and the CIMT.
    - b. Notify the Critical Incident Management Team.
    - c. Notify SLO and Food Service on number of persons who may be required to be isolated or quarantined.
    - d. Prophylactic treatment contacts.
    - e. Begin/Continue use of PPE.
    - f. Essential personnel receive surgical masks/N-95 respirators. Monitor person(s) in quarantine.
    - g. Care for person(s) in isolation.
    - h. Ongoing communications with campus community regarding sign/symptoms, protocol for referral or suspected cases.
    - i. Continue-mail campaign on self-protection (employ CUNEAAlert).
    - j. Implementation of mental health plan.
    - k. Provide updated information on current pandemic agent to staff/faculty and students.
    - l. Essential personnel will receive surgical masks or N-95 respirators and gloves.
    - m. Implement policy on transporting individuals to hospital.
  2. Buildings and Grounds/Security Department
    - a. Work with SLO to identify needed ventilation systems and to provide negative pressure areas.
    - b. Essential personnel will receive surgical masks or N-95 respirators and gloves.
    - c. Assist the Student Health Center. Distribute surgical masks or N-95 masks and gloves to essential personnel.
    - d. Work with custodial staff to implement appropriate cleaning measures.
    - e. Coordinate disposal of hazardous material cleanup.
    - f. Secure buildings and place signage for quarantine/isolation.
    - g. Enforce isolation/quarantine.
  3. Communication Services
    - a. Work with CIMT and Director of Health Services to draft internal and external bulletins and announcements for all target populations (students, staff/faculty, parents, media, etc.).

- b. Handle media coverage.
  - c. Assist with information to families.
4. Student Services Office
    - a. Coordinate communications to students and parents.
    - b. Possible implementation of call center.
    - c. Coordinate implementation of isolation and quarantine as directed by Four Corners Health Department.
    - d. Work with Food Service and Security to deal with enforcement issues and parent issues.
    - e. Handle parent calls, especially those wanting to come to campus.
    - f. Coordinate removal of non-contact students if directed by Four Corners Health Department.
    - g. Essential personnel will receive surgical masks or N-95 respirators and gloves.
    - h. Report any possible cases to Student Health Services/Campus Nurse.
    - i. Work with Food Service on delivery of food.
  5. Food Service
    - a. Ensure emergency response menu is planned for various degrees of need.
    - b. Stockpile additional food supplies and water.
    - c. Ensure food delivery process is planned and delivery supplies are on hand.
    - d. Essential personnel will receive surgical masks/N-95 respirators.
  6. Cabinet/President's Office
    - a. Based on the recommendations for the U.S. State Department, CDC and the Four Corners Health Department, be prepared to modify athletic events, exchange programs and university related travel between other countries, class schedules, etc.
  7. Faculty
    - a. Monitor class attendance – report information to Provost, CIMT Incident Commander and Director of Health Services.
  8. Human Resources
    - a. Monitor staff/faculty attendance – report information to Provost, CIMT Incident Commander and Director of Health Services.
  9. Building Managers and Department Heads
    - a. Review plans for working with reduced staffing levels.
  10. Critical Incident Management Team (CIMT)
    - a. Plan for:
      - i. Suspending classes
      - ii. Sending students home
      - iii. Closing campus

## **V. Widespread Illness on Campus**

- A. CIMT meet (in person, telephone or e-mail as deemed appropriate) to discuss current situation and possible future course of action.
- B. Continue as in IV except as modified by CIMT.

## **VI. Extreme Illness on Campus**

- A. CIMT meet (telephone or e-mail as deemed appropriate to discuss current situation and possible future action.
  1. Discussion topics
    - a. Suspending classes
    - b. Sending students home
    - c. Recovery
- B. Continue as in V except as modified by CIMT.

# **EARTHQUAKE**

Earthquakes are not common in Nebraska but do occur.

## **DURING AN EARTHQUAKE**

### **DROP, COVER AND HOLD ON.**

Minimize your movement to a few steps to a nearby safe place and if you are indoors, stay there until the shaking has stopped and you are sure exiting is safe.

### **If Indoors**

- DROP to the ground; take COVER by getting under a sturdy table or other piece of furniture; and HOLD ON until the shaking stops. If there is not a table or desk near you, cover your face and head with your arms and crouch in an inside corner of the building.
- Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures and furniture.
- Stay in bed if you are there when the earthquake strikes. Hold on and protect your head with a pillow, unless you are under a heavy light fixture that could fall.

In that case move to the nearest safe area.

- Do not use a doorway except if you know that it is a strongly supported, load bearing doorway and it is close to you. Many inside doorways are lightly constructed and do not offer protection.
- Stay inside until the shaking stops and it is safe to go outside. Do not exit a building during the shaking. Research has shown that most injuries occur when people inside buildings attempt to move to a different location inside or try to leave.
- DO NOT use elevators.
- Be aware that electricity may go out or the sprinkler systems or fire alarms may turn on

## **If Outdoors**

- Stay there.
- Move away from buildings, streetlights and utility wires.
- Once in the open, stay there until the shaking stops. The greatest danger exists directly outside buildings at exits and alongside exterior walls.

## **If in a Moving Vehicle**

- Stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, overpasses and utility wires
- Proceed cautiously once the earthquake has stopped. Avoid roads, bridges or ramps that might have been damaged by the earthquake.

## **If Trapped Under Debris**

- Do not light a match
- Do not move about or kick up dust
- Cover your mouth with a handkerchief or clothing
- Tap on a piece of pipe or walls so rescuers can locate you. Use a whistle if one is available. Shout only as a last resort. Shouting can cause you to inhale dangerous amounts of dust.

## **AFTER AN EARTHQUAKE**

- When the shaking stops, look around to make sure that it is safe to move. Then exit the building
- Expect aftershocks.
- Help injured or trapped people.
- Look for and extinguish small fires. Fire is the most common hazard after an earthquake.
- Listen to battery operated radio or television for the latest emergency information.
- Use the telephone only for emergency calls.
- Go to a designated public shelter if your home has been damaged. Text SHELTER + your zip code to 43362 (4FEMA) to locate a shelter in your community.
- Stay away from damaged areas. Stay away unless your assistance has been requested by police, fire or relief organizations. Return home only when authorities say that it is safe.
- Clean up spilled medicines, bleaches and flammables.
- Inspect utilities.