Emergency Response Plan

Revised July 2021
Clark University Emergency Response Plan
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Purpose
The Clark University Emergency Response Plan (Plan) establishes a basic guide for the university’s faculty, staff and students on how to respond in the event of a major emergency on campus. The Plan describes the roles and responsibilities of the various departments and personnel during an emergency situation. Personnel with specific responsibilities to be carried out during an emergency are expected to understand the procedures for which they are responsible.

The Plan is invoked whenever an emergency affecting the campus cannot be managed through normal operating procedures. A response to an emergency will be conducted within the framework of the Plan whenever possible.

The Plan is designed to protect lives and property through effective use of University and community resources. The Plan identifies specific departments and individuals that are responsible for emergency response with critical support services and it provides a management structure for coordinating and deploying essential resources.

Scope
This is the official University-level emergency response plan that provides guidance for University personnel and resources during an emergency situation. However, nothing in this Plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of this plan.

This Plan and organization shall be subordinate to federal, state, and local government plans during a disaster declaration by those authorities. This Plan is consistent with established practices relating to coordination of emergency response. Accordingly, the Plan incorporates the use of the Incident Command System (ICS) to facilitate interdepartmental coordination, and to promote common terminology and command structure with outside agencies.

The Plan is an “all hazards” plan and may be activated in response to a broad range of emergency incidents including (but not limited to):

Medical Emergency
a. Illness or Injury
b. Infectious Disease
c. Attempted or actual suicide
d. Mental Health Crisis

Natural Elements
a. Ice Storm/Blizzard
b. Fire
c. Excessive Heat
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d. Earthquake
e. Tornado/ Hurricane
f. Flood

Utility Failure
a. Loss of Electricity
b. Loss of water supply/ contamination
c. Loss of Natural Gas
d. Computer Network Failure

Digital Infrastructure
a. Cyber Attack
b. Network Failure
c. Loss of telecommunications

Violent Behavior
a. Bomb Threat/ Actual Bomb/ Suspicious Package
b. Homicide
c. Active Shooter
d. Mass Casualty

Civil Disturbance
a. Demonstration

Chemical Emergency
a. Hazardous Chemical Spill

Structural
a. Collapse of building/ floor/ walls/ ceiling
b. Burst pipes

Travel/ Off-campus
a. Domestic
b. International

Reputational
a. Non-physical risk issues that question the University’s core values
b. Student Death (other than murder or suicide)

Assumptions
This Plan anticipates the problems likely to be encountered during a major emergency or disaster. Emergency planning should be based on worse case conditions. The following assumptions are made and should be used as general guidelines for reading this plan and used for preparations of Department / Building Emergency Plans:

- The succession of events in an emergency or disaster is not predictable. Therefore, published operational plans, including this plan, should serve only as a guide and may require modification in order to meet the requirements of the emergency.
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- An emergency or disaster may occur without warning at any time, day, night, weekend or holidays.
- An emergency or a disaster may be declared if information indicates that such conditions are developing or probable.
- Critical services including electricity, water, heat, information systems, transportation infrastructure, and telecommunications may be interrupted.
- Disasters may be community-wide and regional or local services may not be available.

Emergency Levels
For planning purposes, the University has established three levels of response to emergencies, which are based on the severity of the situation and the availability of campus resources:

Level 1 – Campus Safety Concern/ Minor Localized Incident.

Level 2 – Situational Emergency. A situation that is perceived as a potential emergency, a serious threat to campus safety, or has completely disrupted one or more operations of the University (i.e. student with bacterial meningitis, forecasted blizzard, bomb threat, utilities failure). The Core Assessment Team (CAT) will assess the situation and have authority to call on members of the different emergency response teams. The Clark Emergency Response Plan may be activated based on CAT assessment. The classification of a Level 2 emergency will be made by the President or Incident Commander.

Level 3 – University Crisis. A major emergency, crisis, or disaster that seriously impairs or halts the operations of the university and commitment of resources from many departments/units and usually requires outside assistance (i.e. active assailant, natural disaster, pandemic). It also is an event or incident with the potential to negatively affect the reputation or credibility of the University. The classification of a Level 3 emergency will be made by the President or Incident Commander.

Emergency Authority
This plan is promulgated under the authority of the President of the University or a designee. All decisions concerning the discontinuation of University function, cancellation of classes, or cessation of operations, rest with the President or his/her designee. In the absence of the President, his/her designee becomes, in succession, the Executive Vice President (Incident Commander), the Vice President for Government and Community Affairs.

In the event the designated Incident Commander is not available as the individual responsible for the control of all aspects in an emergency situation, including directing components of or all of the Emergency Response Team, the following individuals are prepared to take on the role of Incident Commander is called upon:

- President
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- Vice President of Government and Community Affairs
- Provost
- Director of Facilities Management
- Chief of Police

Emergency Response Team
The Emergency Response Team is comprised of five separate sub-teams. Teams can be called upon in full or members of each team can be selected as needed to either assist the CAT or follow a directive from the Incident Commander.

Team Responsibilities

Core Assessment Team (CAT): This team is called for a perceived or actual level 2 emergency. Because members of this team also represent major roles in the other four teams, the CAT can quickly pull members of the other teams to either assist in an assessment or respond to an incident.

Emergency Notification Team (ENT): This team’s primary responsibility is to send emergency notifications when immediate need is required. This includes, but is not limited to, using Rave, posting a banner on Clark’s website and posting an initial message on the Emergency Management webpage. ENT is also responsible for maintenance and training on Clark’s emergency notification systems. ENT is chaired by the Business/ Risk Manager or designee.

Crisis Communications Team (CCT): This team oversees all internal and external communications in the event of an emergency. CCT works with ENT to develop and maintain pre-defined messages in Rave (or current ENS) and emergency notifications on Clark’s website. CCT is chaired by the VP of Marketing and Communications or designee.

Incident Response Team (IRT): This team is comprised of department heads that oversee major operations of the University. An IRT would be assembled based on the nature of the emergency and overseen by the Incident Commander.

Crisis Leadership Team (CLT): This team oversees decision-making for the University during a level 3 emergency. Members of this team may be called to assist with decision-making within the CAT during a level 2 emergency. This team is chaired by the President or designee.

Membership
The Emergency Response Team includes both primary and alternate members. Primary members are department heads that are familiar with their unit’s planning responsibilities. Alternate members are assigned by the primary members to take their place in the even they are not available. Members and alternates must also be available during a crisis situation. The Business Manager is responsible for
maintaining the contact information for all Emergency Response Team members and sharing it with team members on a regular basis.

### Emergency Response Teams

#### Core Assessment Team (CAT)

<table>
<thead>
<tr>
<th>Primary</th>
<th>Secondary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Vice President/ CFO</td>
<td>Chief Budget Officer</td>
</tr>
<tr>
<td>VP of Marketing and Communications</td>
<td>Assistant VP of Marketing and Communications</td>
</tr>
<tr>
<td>Chief of Police</td>
<td>Sergeant on Duty</td>
</tr>
<tr>
<td>Emergency Plans Coordinator</td>
<td>Chief Budget Officer</td>
</tr>
<tr>
<td>VP of Strategic and Planning Initiatives</td>
<td>Director of Facilities Management and Planning</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>Associate Dean of Students</td>
</tr>
</tbody>
</table>

#### Emergency Notification Team (ENT)

<table>
<thead>
<tr>
<th>Primary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief of Police</td>
</tr>
<tr>
<td>Business/ Risk Manager</td>
</tr>
<tr>
<td>Chief Budget Officer</td>
</tr>
<tr>
<td>Enterprise Systems Engineer</td>
</tr>
</tbody>
</table>

#### Crisis Communication Team (CCT)

<table>
<thead>
<tr>
<th>Primary</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP of Marketing and Communications - Chair</td>
</tr>
<tr>
<td>Assistant VP of Marketing and Communications</td>
</tr>
<tr>
<td>Chief of Police (unless on scene)</td>
</tr>
<tr>
<td>Social Media Manager</td>
</tr>
</tbody>
</table>
# Crisis Leadership Team (CLT)

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>President - Chair</td>
<td></td>
</tr>
<tr>
<td>Executive Vice President/ CFO</td>
<td></td>
</tr>
<tr>
<td>VP of Marketing and Communications</td>
<td></td>
</tr>
<tr>
<td>VP of Planning and Strategic Planning</td>
<td></td>
</tr>
<tr>
<td>VP of Government Affairs</td>
<td></td>
</tr>
<tr>
<td>Provost</td>
<td></td>
</tr>
<tr>
<td>Dean of Students</td>
<td></td>
</tr>
</tbody>
</table>

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# Incident Response Team (IRT) see EM directory for full list

<table>
<thead>
<tr>
<th>Department</th>
<th>Primary Contact</th>
<th>Alternate Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities Management</td>
<td>Dan Roderick</td>
<td>Gardner Peters</td>
</tr>
<tr>
<td>Chemical Safety Officer</td>
<td>Frank Abell</td>
<td>Luis Smith</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>Betsy Huang</td>
<td>Jen Plante</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Joe Kalinowski</td>
<td>Jason Trinklein</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Anne Randall</td>
<td>Tammy Hearnlaye</td>
</tr>
<tr>
<td>Human Resources</td>
<td>David Everitt</td>
<td>Susan Leo-Johnson</td>
</tr>
<tr>
<td>Business Manager</td>
<td>Tony Penny</td>
<td>Paul Wykes</td>
</tr>
<tr>
<td>Student Health Services</td>
<td>Robin McNally</td>
<td>Jennifer Adamonis</td>
</tr>
<tr>
<td>Residential Life and Housing</td>
<td>Kamaro Abubakar</td>
<td>Jess Monteclavo</td>
</tr>
<tr>
<td>Library</td>
<td>Laura Robinson</td>
<td>Ed McDermott</td>
</tr>
<tr>
<td>Research</td>
<td>Yuko Aoyama</td>
<td>Lisa Gaudette</td>
</tr>
<tr>
<td>Athletics</td>
<td>Trish Cronin</td>
<td>Kirsten Clark</td>
</tr>
<tr>
<td>Dining Services</td>
<td>Michael Newmark</td>
<td>Bob Cicerone</td>
</tr>
</tbody>
</table>
Emergency Priorities
Clark personnel and equipment will be utilized in accordance with the guidelines set forth in the Emergency Response Plan to accomplish the following priorities in order of importance:

- **Priority 1** Protection of Human Life
- **Priority 2** Protection of University Assets
- **Priority 3** Maintenance of University Services
- **Priority 4** Communication with Community and Media
- **Priority 5** Restoration of University Operations

Emergency Control Centers
If the Emergency Response Plan is activated, the University Incident Commander will order the designated Emergency Response teams to report to the designated Emergency Control Center. The Crisis Leadership Team will have their own designated location. The Campus locations designated as Emergency Control Centers are listed in order.

1. ITS Conference Room in lower level Carlson Hall
2. Grace or Lurie Conference room in University Center
3. Facilities Main Office (501 Park Ave)

Emergency Response Plan Activation
Plan activation begins at the discretion of the President or his/her designee upon the receipt of information of an emergency event or threat of an emergency. Based on University Police and Facilities Management recommendation, and information obtained from other appropriate entities, the President or his/her designee will declare the level of the emergency and activate the Emergency Response Plan to the extent necessary.

Implementation of the Emergency Response Plan
Depending on the nature of the emergency, the broadcast of a Clark ALERTS notification will be issued following the guidelines set forth in the *Emergency Communications Protocol* document. The Incident Commander will notify the appropriate sub teams or members of those sub teams from the Emergency Response Team to assemble in the designated Emergency Control Center location.

- If the Emergency Response Team member realizes that he or she will not be available to respond to the call, he or she will be responsible for contacting their designated backup to proceed to the Emergency Control Center and notify the Incident Commander of the change in coverage.
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- If in the event the Emergency Response Team Member, and or Designate, cannot be located, or will not be able to get to the Emergency Control Center, the Incident Commander will appoint an individual to assume that member’s role until relieved by the Emergency Response Team Member or a more qualified replacement.

During the emergency, any of the Emergency Response Teams will be under the direction of the Incident Commander who will determine the manner in which University personnel and resources are required to address the emergency.

In the Event that an emergency occurs during periods of time when the University is not in full operation, such as nighttime, weekends or holidays, the structure of the Emergency Response Plan remains the same. Its implementation may vary depending on the available resources to respond. Until relieved, persons appointed to the Response Team roles should consult with the Emergency Response Team member they are representing for the guidelines discussed in this plan. Under these conditions, and practice, the University police officer in charge will assume the Incident Commander’s Role until relieved by the Incident Commander.

In the event that Local, State Police, Fire or other Government Official agency assumes command of the emergency event, the Incident Commander and Emergency Response Team will support the government teams.

Notification of Emergency Situations

The Incident Commander will determine if a notification is to be sent for all events except those designated as Clark EMERGENCY events set forth in the alert level matrix provided in the Emergency Communications Protocol document. Notification of Level 2 and Level 3 emergency situations will be issued primarily via the “Clark ALERTS” platform which will send electronic messages to cell phones or land line telephones either with voice or text message options selected by the recipient. Email notification will be sent to all Clark active emails addresses and for those members of the Clark Community that have not selected a Cell or Land-line Telephone message option. In addition to Clark ALERTS, other communications will be fully utilized to communicate the emergency situation and provide information about the event: The Clark Emergency Web page will be activated, radio, and television may also be used as necessary.

Clark SAFETY ALERT

Should it be deemed necessary to warn the University community of an impending threat or emergency situation, University Police is designated to maintain the University communications center with the authority to alert warning resources and activities based on the initial report, and information obtained from other appropriate entities. In consultation with the President, the University Incident Commander will declare the level of the emergency.
If either an Emergency or a Disaster (Level 2 or 3) is declared, the Emergency Response Plan will be activated. Upon declaration of an emergency or disaster, the Emergency Response Cabinet members will be notified and should report immediately to the designated control center location.

Predictable events, such as certain meteorological storms, are treated differently from emergency incidents. Facilities Management and University Police are designated to monitor these events on a 24/7/365 basis. The Director of Facilities Management or his/her designee will contact the University Incident Commander, either directly or via University Police as necessary.

**Campus Recovery**

After a disaster where University operations have been shut down, in part or whole, the involved area may be determined to be unsafe and dangerous. University Police along with Facilities Management personnel will inspect the buildings and area to determine if the area is safe. Only after the environment is declared safe can restoration efforts begin, followed by the reopening normal University operations.

**Individual Roles and Responsibilities**

**Faculty and Staff**

Faculty members should be prepared to direct their students to assembly areas in the event of an emergency and account for every student. Every member of the Faculty and Staff should read and be familiar with applicable emergency plans and familiarize themselves with emergency procedures and evacuation routes. Faculty and Staff must be prepared to assess situations quickly but thoroughly, and use common sense in determining a course of action.

**Students**

All students should familiarize themselves with the emergency procedures and evacuation routes in buildings in which they live or which they use frequently. Students should be prepared to assess situations quickly but thoroughly and use common sense in determining a course of action. They should evacuate to assembly areas in an orderly manner when directed to do so by emergency personnel or when an alarm sounds. Faculty, Staff and Students should also be able to execute safety procedures as outlined in the Incident Response Plan.

**Department Roles and Responsibilities**

**University Communications**

- Coordinate all information disseminated to the press and the public
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- Provide for consistent “one-voice” to the news media and all other interested parties
- Provide for rumor control and emergency communications
- Maintain and update emergency messages on the Clark Emergency Information telephone line, Email, and Safety / Emergency Website during in an emergency.
- Assign specific individuals (primary and alternate) to disseminate information, specify emergency response steps and maintain contact with the following:
  - Students
  - Faculty and staff
  - Parents
  - Government agencies and civil authorities
  - News media (TV, Newspapers, etc.)
  - Financial relationships

University Police
- Preserve law and order, and University security
- Monitor and disseminate warnings and threats
- Provide traffic and crowd control
- Direct evacuation efforts
- Control access to buildings and scene of the disaster
- Interface and coordinate with Local Police, Fire, Rescue, and State Police entities to implement mutual assistance agreements
- Maintain the University communications center on a continuous basis
- Provide for emergency transportation and/or parking for essential personnel

Clark University Rapid Response (Under direction of University Police)
- Provide first responder services, if necessary.
- Provide support to outside emergency responders.

Facilities Management
- Assist and advise the Incident Commander for Level 2 and 3 Emergencies when Building or Environmental emergencies occur.
- Develop and maintain building evacuation drawings
- Provide for the structural security of buildings
- Provide utility services and, as necessary, shut down utility services
- Provide for emergency water and sanitation
- In the event of a pending emergency, secure the University grounds and building envelopes
- Distribute supplies to faculty and staff to secure building contents
- Clear and remove debris
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- Conduct building damage assessments/determine if buildings are safe
- Repair buildings
- Maintain the emergency control center
- Maintain mail service operations
- Maintain telecommunications services
- Develop plans for the procurement of emergency building supplies in the event of an emergency situation.

Chemical Safety Officer
- Assist Facilities Management in damage assessment and building condition reports
- Maintain information on the content and location of hazardous material, chemical, biological and fire safety hazards
- Provide for emergency response to HAZMAT release
- Provide compliance assistance on applicable codes and regulations

Financial Services
- Together with Human Resources, maintain the continuity of Payroll Processing Services
- Ensure that emergency funds are available for expenditure as University priorities change during periods of crisis
- Maintain accurate financial and administrative records in periods of changing priorities and emergency decisions

Registrar
- Develop plans to reschedule classes

Information Technology (IT)
- Maintain the readiness of the “Clark Alert” system to broadcast emergency messages
- Maintain the operation of internet, intranet, data, video and wireless communications services
- Implement proper backup controls and redundancies to maintain critical services
- Properly document all hardware and its configuration; develop a plan for hardware replacement and setup
- Develop adequate information security controls
- Maintain a records management plan that duplicates data on a regular basis and secures this information at a remote location
- As necessary, develop and maintain a plan to perform critical applications at a remote site
- As necessary, assist with the disablement or denial of access to existing facilities
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Academic Affairs
- Develop procedures to communicate with and account for teaching faculty in emergency situations
- Develop plans to identify alternate facilities where University activities can be conducted in the event of the destruction, identify and prioritize critical support services and systems

Dean of Students
- Develop plans for Level 1 incidents involving students.
- Conduct Safety Awareness information and training for students
- Assist and advise Incident Commander for Level 2 and 3 Emergencies involving Students.
- Develop procedures to communicate with and account for students in emergency situations
- Implement a comprehensive program for emergency shelter for students currently housed in the on-campus housing
- Coordinate with local agencies and support organizations to provide shelter alternatives for off-campus students
- Provide student crisis counseling services

Human Resources (HR)
- Together with Financial Services, maintain the continuity of Payroll Processing Services
- Maintain the continuity of critical Employee Benefit Services
- Provide for employee counseling
- Assess faculty and staff availability
- Assist with the appropriation of personnel
- Assist faculty and staff with survival needs-food, water, shelter, etc.
- Assist employees with work recovery needs-psychological help, day care centers, local transportation, time off for personal needs, etc.

Business Manager / Emergency Plan Coordinator
- Facilitate emergency procurement of goods and services
- Provide for emergency food service operations
- Assist with the identification of alternative locations for critical housing and academic functions
- Assess the value of University property-buildings, building contents and other University assets
- Secure appropriate insurance
- Handle documentation and submission of claims
- Collect and analyze damage assessment reports
- Evaluation of damaged assets
- Maintain accurate financial and administrative records in periods of changing priorities and emergency decisions
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Student Health Services
- Maintain medical services for sick or injured students

Athletics
- Develop and maintain plans for crowd control during athletic events
- Develop plan for evacuating athletic facilities during athletic events
- Together with University police, develop plans for ensuring that no weapons or dangerous materials are present during any athletic event
- Develop emergency plan to use athletic facilities as a shelter during and after an emergency

Library
- Identify and assist with the evaluation of library assets—books, art works collections, etc.
- Develop plans and procedures to protect critical library assets
- Develop plans to stay in place or evacuate people from the library during emergency events.

Dean of Research
- Identify and prioritize critical support services and systems
- Identify and develop plans for the securing of dangerous research materials
- Develop plans and procedures to protect critical research assets
- For special needs (such as research animals and environmentally sensitive materials) develop backup plans for electrical and other required basic services