



Barnard College

**Emergency Management and
Disaster Preparedness Plan**

Comprehensive emergency management planning considers all threats and hazards throughout the planning process, addressing safety needs before, during, and after an incident. This document provides an overview of the purpose and preparation related to activation and implementation of College response to an occurrence that seriously disrupts the overall operation of the College or threatens the health or safety of members of the College community. The Emergency Operation Plan (from which this information is derived) expands upon the information presented here and includes an ‘all hazards’ guide for department level response to campus incidents.

The Emergency Operations Plan also provides guidance to align College emergency response with emergency planning practices of first responders at the local, state, and national levels. This Plan and the Emergency Operations Plan are part of College’s emergency preparedness, reviewed regularly by the Emergency Management Committee and updated as necessary.

This Emergency Management and Disaster Preparedness Plan is intended as a guide. Barnard College (the “College”) reserves the right to modify its actions both prior to and during an emergency to ensure the proper functioning of the College in response to circumstances.

Table of Contents

Statement of Purpose	2
Preparation and Review	2
Circumstances Leading to the Activation of the Emergency Plan	3
Types of Incidents that May Constitute a College Emergency	3
Activation of the Emergency Plan	3
Implementation of the Emergency Plan	4
Incident Response Team	4
First Administrator on the Scene	4
Emergency Operations Centers	5
Community Safety & Facilities Operation Centers	6
Primary and Secondary Emergency Equipment Storage Sites	7
Emergency Plan - Operations Protocol	7
Emergency Plan Priorities	8
Campus Physical Plant Priorities	8
Priority Objectives	8

Priority 1: Preservation of Human Life and Welfare Objectives	9
Priority 2: Preservation of Human Health and Safety	9
Priorities 3 - 5: Protection of College Property and, where possible, Personal Property; Maintenance of College Programs and Operations, and Response to External Community Needs	9
Responsibilities by Unit	10
CARES Department (Community Safety/Preparedness/Non-Emergency Response)	10
Facilities	11
Information Technology (“BCIT”)	11
Campus Life and Student Experience Division	12
Communications	12
Health and Wellness Services	12
General Counsel	13
Supplementary Procedures and Policies	13
Emergency Operations Plan	13
Development and Implementation of Supplementary Emergency Procedures	14
EXHIBIT A	15
Successive Designees for the Determination of a College Emergency	15
EXHIBIT B	16
Incident Response Team	16
EXHIBIT C	18
Senior Staff	18

Statement of Purpose

This document and associated materials constitute the Emergency Management and Disaster Preparedness Plan (hereinafter referred to as the “Emergency Plan” or this "Plan") of Barnard College. This Plan is an overview of the College’s priorities and response to College Emergencies (defined below). This Plan works with the Emergency Operations Plan (described below) which provides detailed guidance for department level response to emergencies.

This Plan is activated and implemented in the event of a major emergency or disaster (as described below).

The purposes of this Plan are:

- To protect the lives and property of the Barnard College community during emergencies.
- To preserve the orderly functioning of the College community during emergencies.
- To establish clear lines of authority and communication among College departments and with external constituencies during an emergency.
- To coordinate decision making and effective use of available manpower and resources in the event of an emergency.
- To identify the College’s role in coordinating emergency operations with outside agencies.

Preparation and Review

This Emergency Plan has been prepared by the Emergency Management Committee. It is reviewed on a regular basis (at least annually) by the Committee and updated as necessary.

Circumstances Leading to the Activation of the Emergency Plan

This Emergency Plan shall be activated under the following circumstances¹:

- a. When civil authorities declare a State of Emergency that affects the College, either local, citywide, regional, statewide or national.

¹ Unless otherwise directed by the President of the College or Executive Vice President, the operational management of minor emergencies (i.e., incidents which do not affect the overall operation of the College) rests with CARES/Preparedness and Community Safety and/or the Facilities Services Department, in consultation with related department heads (including General Counsel) and in accordance with established protocols. These units and the Incident Response Team are further guided by the Barnard Emergency Operations Plan (described below) for more detailed protocol related to specific types of emergency.

- b. When the President or her designee declares a College Emergency.
- c. When an occurrence seriously disrupts the overall operation of the College or threatens the health or safety of members of the College community.

Types of Incidents that May Constitute a College Emergency

Incidents that may constitute a “College Emergency” include, but are limited to, those that pose an ongoing threat to or that may cause significant disruption to College operations such as, bomb threats; significant breaks in heat, power or water services; contagious illnesses; contamination of air, water or food; violent crime; terrorism; explosion; fire; natural disasters, such as severe snow storms, hurricanes and earthquakes; external disasters such as train or airline crashes; chemical spills, and civil disturbances.

Activation of the Emergency Plan

In the event of a perceived College Emergency, the AVP for CARES or designee will be notified and will in turn immediately notify the Executive Vice President & General counsel (the “Executive Vice President”). Upon assessment with the AVP for CARES, the Executive Vice President will notify the President of the College or her successive designees in the order that appears on Exhibit A (“List of Successive Designees for a College Emergency”).

The President or designee will determine whether a College Emergency exists and if activation of the Plan is in order. Activation of the Emergency Plan includes (i) notification (and recall to campus as necessary) of the Incident Response Team (identified below) to respond to the College Emergency, (ii) the establishment of the Emergency Operations Center (EOC) for the Incident Response Team, (iii) the recall of additional College leadership or their alternates, to campus or designated off-campus location during non-work hours (if necessary), and (iv) the identification and recall² of other College staff who the President or Executive Vice President deem necessary in the College’s emergency response effort, as informed by the Emergency Operations Plan.

If a College Emergency is declared the first designee on the List of Successive Designees for a College Emergency that is contacted (the “first designee”) will be responsible for initiating the notification of the Incident Response Team (Exhibit B). The first designee is also responsible for maintaining a log of which Incident Response Team members have been contacted and which were unreachable (if any). All members of the Incident Response Team must respond back to the first designee within one half hour of notification.

² In the event of a College Emergency, administrative directors of departments should be prepared to report to the campus, if during non-working hours, unless directed otherwise by a member of the Incident Response Team. Other administrators and faculty should await notice from their department directors, unless supplementary plans indicate otherwise.

Implementation of the Emergency Plan

Incident Response Team

In the event that a Campus Emergency is declared, the President or Executive Vice President will initiate the notification and assembly of the Incident Response Team. At the earliest possible time, all available members of the Emergency Management Team are to assemble at the Emergency Operations Center (either in person or virtually). Once assembled, the Chief of Staff to the President, if present, or a person designated by the President will assume the responsibility of keeping an accurate log of all actions taken by the Team.

First Administrator on the Scene

If the emergency occurs after normal office hours, the individual(s) assuming immediate in-person responsibility for the College's response will be determined in the following descending order:

1. A member of the Senior Staff ("Exhibit C")
2. The Associate Vice President for CARES
3. Member of the Incident Response Team ("Exhibit B")
4. The Sr. Director of Community Safety
5. The Director of Fire Safety and Emergency Management
6. The Director of Facilities Services
7. The highest ranking administrator present from the Community Safety Unit
8. The highest ranking administrator present from the Residential Life area.
9. The highest ranking administrator present from the Facilities Services Department

The first administrator on the scene is responsible for initiating notification to AVP CARES and the Executive Vice President. Once notification of the President or Executive Vice President or her designee has occurred, full responsibility for directing College efforts rests with the President, the Executive Vice President or designee whether they are in-person on Campus or off campus and leading the response remotely.

Emergency Operations Centers

Members of the Incident Response Team will be directed to report to the Emergency Operation Center during a College Emergency.

The primary Emergency Operation Center ("EOC") is located in:

Elliott Hall, 49 Claremont Avenue, 1st Floor Conference Room or Mehler Parlor

In the event that the primary site is inaccessible, a secondary EOC is located in:
Office of the Dean of the College, Milbank Hall, Room 101

In the event that the campus is not accessible, Incident Response Team members will be directed to an alternate site determined by the Executive Vice President.

Both Primary and Secondary Emergency Operations Centers will include:

- Copies of the Emergency Operations Plan (electronic and hard copy access)
- Access to four or more phones, one of which is a not a Columbia University desk phone
- Access to Community Safety radio communication
- Access to a computer(s) (w/email and internet access)
- Barnard College Press Release Templates
- Access to photocopying equipment
- Access to radio and television
- Copies of the following:
 - Contact Information for Incident Response Team Members
 - Directors/Department Heads/Chairs Contact List

In addition, the College Offices designated below shall maintain the following current information which can be made readily available to the Incident Response Team in the event of a College Emergency:

Contact Information on the following:

College Insurers College Insurance Agents Outside Counsel	General Counsel
Members of the Board of Trustees	AVP & Secretary to the Board
College Bank affiliates	Finance
Local Media Contacts	Communications
Mayor's Office Mayor's Office of Emergency Management City Council Representatives Borough President's Office	Senior Advisor to the President for External Relations

Reasonably up-to-date lists with home address, telephone and emergency contact information for:

All Students by Resident/Commuter Status	Registrar
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All Faculty, Staff and Administrators	Human Resources
Available information on all campus buildings including:	
Number of rooms and residents in each residence hall	Residence Life & Housing
Access locations and where the keys are located; Locations of boilers, electrical closets, valves, gas lines, network/computer lines, telephone hubs; Fire and Smoke Alarms; Functions performed in the building; Storage or existence of Hazardous Materials; Particularly valuable items; Special resources available (e.g. food supplies, evacuation space)	Facilities/Community Safety

Community Safety & Facilities Operation Centers

All physical operations will be coordinated through the Community Safety & Facilities Operations Centers (“OC”). This includes inter-agency liaising and deployment of response staff. All operational objectives and pertinent information obtained through the OC will be promptly reported to the EOC. The EOC and OC will be in close contact throughout the emergency response.

The Community Safety & Facilities Operations Center (OC) is located in:
Barnard Hall, Room 104 (Community Safety Office)

In the event that the primary site is inaccessible, a secondary OC will be located in:
Elliott Hall, 49 Claremont Avenue, 1st Floor Conference Room (CARES Office)

Primary and Secondary Emergency Equipment Storage Sites

Emergency supplies will be stored in the basement of 600 West 116th Street (primary emergency equipment storage site) and the Altschul Garage (secondary emergency equipment storage site).

Stored at these sites are the following materials:

- Battery-Operated Lighting

- Bull horn
- Generator
- Pump
- Emergency Medical Equipment Bag
- First Aid Kit
- Sign-Making Material
- Tape/Tacks/Rope
- Food and Water

The Director of Fire Safety & Emergency Management, Sr Director of Community Safety, Community Safety Supervisors, Director of CARES Operations, Director of Facilities, and Facilities Managers/Supervisors shall have access to these sites.

Emergency Plan - Operations Protocol

The Incident Response Team will, upon assembly (whether in-person or virtual):

1. assess the situation;
2. determine appropriate response and resources needed and/or available to address the College Emergency;
3. establish necessary internal communication, including communication with the Board and communication with Columbia University;
4. issue staff assignments (including recall of staff to campus);
5. establish necessary communication with outside agencies and civil authorities, if not already underway;
6. monitor media reports and prepare media statements (if necessary);
7. monitor progress, continue to assess the situation and refine response as necessary;
8. make decisions about continuity of classes and operations;
9. continue communication with the College community, as appropriate;
10. when appropriate, declare end of College Emergency; and
11. designate one of its members as keeper of a Log of Events/Actions. This person will typically be the Chief of Staff to the President.

Emergency Plan Priorities

The priorities of the Incident Response Team will be, in order:

1. preservation of human life and welfare

2. preservation of human health and safety
3. protection of College property and, where possible, personal property
4. maintenance of College programs and operations
5. response to external community needs

Campus Physical Plant Priorities

The campus buildings and areas that will receive priority attention with regard to normal operation (restoration of services, maintenance, and use), in order, are:

1. Emergency Operations Center(s)
2. Community Safety and Facilities Maintenance Areas
3. Residence Halls
4. Health Services
5. Facilities housing animals and Laboratories
6. Other Administrative and Academic Facilities
7. Recreational Facilities

The Incident Response Team will prioritize locations within these categories and among all remaining locations.

Priority Objectives

The objectives outlined below relate to the Emergency Plan Priorities described above. Effort and action will focus on applicable aspects of priority 1- preservation of human life and welfare and priority 2 - preservation of human health and safety objectives until substantially met. Priorities 3 - 5 (protection of College property and, where possible, personal property, maintenance of College programs and operations, and response to external community needs) will be addressed as resources are available.

Priority 1: Preservation of Human Life and Welfare Objectives

1. Assess damage, injuries, and location of major problems.
2. Establish emergency communications.
3. Evacuate affected locations pending additional assessment.
4. Isolate dangerous areas until determined safe for reentry.
5. Establish medical triage and first aid areas and transport seriously injured to medical facilities, if necessary.
6. Repair utilities and lifelines to prevent further life/safety hazards.

7. Identify needs and support efforts to rescue persons trapped in damaged facilities, if applicable.
8. Control for secondary hazards.

Priority 2: Preservation of Human Health and Safety

1. Communicate critical information and instructions to campus, Barnard community, surrounding campus and community partners, families and the public.
2. Assess and shore up damaged facilities that pose safety hazards.
3. Identify options to provide emergency food and shelter, as needed.
4. Conduct rapid structural engineering assessment of campus facilities.
5. Track status of all injured and/or missing College students and personnel.
6. Restore College telecommunications systems as soon as possible.
7. Assess local transportation conditions and advise campus regarding viable routes.
8. Provide psychological support, wellness resources and personal assistance or referrals to staff, faculty, students and others impacted by the event.

Priorities 3 - 5: Protection of College Property and, where possible, Personal Property; Maintenance of College Programs and Operations, and Response to External Community Needs

1. Initiate Data Recovery Plans.
2. Begin documentation of damages.
3. Notify Insurance companies for coverage purposes.
4. Secure closed facilities.
5. Contain/control/preserve animals and critical research areas.
6. Identify and secure valuable College materials.
7. Normalize flow of supplies and equipment around campus and/or from off campus.
8. Provide psychological support, wellness resources and personal assistance or referrals to staff, faculty, students and others impacted by the event.
9. Assess the status of the physical campus and determine if classes and/or College Operations will move to remote operations.
10. Re-allocate residential, academic and administrative operating space, if necessary.
11. Determine schedule for resumption of academic programs and College operations.

12. Communicate the status of academic programs and College operations.
13. Provide space to external agencies, if necessary and possible.

Responsibilities by Unit

Under a declared College Emergency, the Incident Response Team will assign responsibilities to operating departments and offices. Departments and offices may be directed to suspend day-to-day operations that do not contribute directly to emergency management. Employees may be temporarily reassigned to assist in emergency operations.

CARES Department (Community Safety/Preparedness/Non-Emergency Response)

1. Request initial fire protection services, rescue operations and emergency medical services, provide assistance to them in obtaining access to emergency sites and establish a liaison to on site incident command.
2. Issue Emergency Communications to the Community.
3. Maintain communication with local public safety agencies and Columbia Public Safety.
4. Maintain communication with fire protection services, if applicable.
5. Coordinate crowd and traffic control, as applicable.
6. Provide and/or coordinate protection for life and property at emergency and related sites.
7. Provide emergency access to buildings and offices for College administrative staff.
8. Provide or coordinate provision of transportation services.
9. Provide general safety advisories.
10. Act as front line with phone triage.
11. Collect, inventory, and secure personal property left at the emergency site and coordinate return of such property to the rightful owners, unless needed as evidence.
12. Identify, evaluate and monitor the presence of hazardous materials and other public health hazards, in collaboration with facilities & relevant external agencies.
13. Make notifications to Environmental Health & Safety (EH&S) and provide campus liaison, as applicable.
14. Regularly report status updates (including health and safety assessments) to the Incident Response Team.

Facilities

1. Serve as point of contact for utility providers and other service providers to coordinate safe continuation of services.
2. Maintain and provide, as needed, information on building infrastructures, maps, construction descriptions, etc.
3. Coordinate any surveys of utilities or buildings for damage and/or securing of buildings and areas.
4. Provide materials to support safety barricades for securing restricted areas and crowd control
5. Direct services restorations, cleanup operations, as necessary.
6. Collaborate with CARES and EH&S regarding hazardous materials and regulated waste response and documentation.
7. Compile and submit response documentation and reports required by federal or state law, and related compliance, etc.
8. Provide status updates (including health and safety assessments) to the Incident Response Team.
9. Provide emergency repairs and fuel supplies for College apparatus and equipment in use during an emergency.
10. Identify, evaluate and monitor the presence of hazardous materials and other public health hazards, in collaboration with CARES staff & relevant external agencies.
11. Act as site liaison with regulatory agencies as necessary during hazardous materials incidents.

Information Technology (“BCIT”)

1. Assure the integrity of the telecommunications infrastructure and data systems and implement data disaster recovery plan.
2. Provide Incident Response Team with evaluation and assessment of communications and data retrieval capabilities.
3. Support temporary technology/telecommunications needs to support emergency response.

Campus Life and Student Experience Division

1. Manage all student services. Coordinate interim plans for students.

2. Provide information and communication to students and their families in coordination with the Communications Office.
3. Direct and manage coordination of housing and food service programs for both emergency and non-emergency related students and personnel.
4. Assist in coordination of accounting for student whereabouts, where appropriate.
5. In collaboration with the VP for Health and Wellness, Chief Health Officer, coordinate wellness support, direct counseling and psychological support and services to students and other members of the College community dealing with immediate and longer-term emergency generated trauma.
6. Provide a liaison to CARES in support of non-emergency services.
7. Assist other College units in field triage, evacuation, and cleanup or wherever the Incident Response Team identifies staffing needs.

Communications

1. In consultation with members of the Incident Response Team, prepare and coordinate communication regarding the status of the College Emergency and the College's response to the College Emergency to the College community and the general public.
2. If necessary/appropriate, establish and maintain, with the assistance of campus and local authorities,, restricted "press areas" to provide regular information updates to the media.
3. In consultation with the Incident Response Team (and outside crisis communication consultants (as necessary), prepare media statements and coordinate communication with the media.
4. Monitor social media and coordinate consistent messaging across College social media accounts, coordinating with Departments who maintain additional accounts.
5. Assist the Dean of the College and the Residential Life staff with the provision of information to students and the families of students and staff.
6. Ensure that the College's website is updated with up to date information on the status of the College Emergency and the College's response.
7. Assist with coordination of emergency communications services, if necessary.

Health and Wellness Services

1. Provide and/or coordinate first aid, either at the Health Services facility or at alternate campus locations, as necessary.
2. Provide for wellness and psychological support services to campus community in conjunction with other College personnel. Support coordination with external support

services (i.e. Employee Assistance Program and emergency crisis services) with Human Resources.

3. Serve as liaison with area hospitals, re: medical records of students, lists and conditions of those hospitalized, etc., as needed.
4. Provide staffing to treat minor injuries at Health Services, or communicate alternative options for non-emergency care for students, if necessary.

Human Resources

1. In consultation with members of the Incident Response Team, prepare and coordinate communication regarding the status of workplace expectations and needs to support continuity of services.
2. Assist in coordination of accounting for employees whereabouts, where appropriate.
3. Serve as liaison with Employee Assistance Program and other emergency crisis response services, with attention to faculty and staff needs.

General Counsel

1. Review and clear all media statements and student affairs statements or reports concerning the possible cause of accidents or emergencies, potential liability for accidents or injuries, and all other legal concerns or issues.
2. Inform appropriate Insurance Carriers of College Emergency in coordination with Auxiliary Services.
3. Assist the Office of the Controller in the processing of all personal and property insurance claims arising from the emergency.
4. Coordinate the College investigation and reporting on the probable cause or nature of the emergency and the College's response to it.

Supplementary Procedures and Policies

This document sets forth the operational responsibilities in the event that the President of the College declares a College Emergency. Existing protocols, policies and procedures that address safety, campus access, campus disturbances, notification of parents, students in distress, and the like, remain in force unless otherwise specified as "suspended due to emergency" by the President, the Executive Vice President or the Incident Response Team.

In addition, the CARES Department, Community Safety Unit in Barnard Hall Room 104, has operational responsibility for the College's Security and Fire Safety Procedures. A member of the CARES management staff has been designated as the College's Fire Safety Officer.

Emergency Operations Plan

The Emergency Operations Plan provides detailed guidance for department level response to emergencies. The Emergency Operations Plan addresses “all hazards” in compliance with Federal and State emergency management and preparedness directives for the College. To ensure that Barnard College will be positioned to take appropriate action, share information and cooperate with local, State and Federal agencies, the Emergency Operations Plan is modeled after the National Incident Management System (NIMS) and the NYC Emergency Management Agency (formally known as OEM) City Incident Management System (CIMS).

The Emergency Operations Plan also provides guidance to align College emergency response with emergency planning practices of first responders at the local, state, and national levels. This Plan and the Emergency Operations Plan are part of College’s emergency preparedness, reviewed regularly by the Emergency Management Committee and updated as necessary.

Development and Implementation of Supplementary Emergency Procedures

Whenever necessary, departments shall develop supplementary emergency procedures based upon the priorities and responsibilities outlined in this document.

Exhibit A

Successive Designees for the Determination of a College Emergency

- President
- Executive Vice President & General Counsel
- Dean of the College
- VP Health & Wellness, CHO
- Senior Vice President for Strategic Finance and Operations
- Chief Financial Officer & Vice President for Finance
- Provost and Dean of the Faculty Dean of the College
- Associate Vice President of Facilities Service
- VP Enrollment Management & Communications
- Associate Vice President for CARES
- Deputy General Counsel
- Executive Director of Human Resources
- Vice Dean of the College

EXHIBIT B

Incident Response Team

1. Core group of Senior Staff:
 - a. Executive Vice President for the College and General Counsel (Chair)³
 - b. Dean of the College⁴
 - c. Provost & Dean of the Faculty⁵
 - d. Senior Vice President for Strategic Finance & Operations
 - e. Associate Vice President for Facilities and Capital Planning
 - f. Chief Financial Officer and Vice President for Finance
 - g. Vice President for Enrollment & Communications
 - h. Vice President for Health & Wellness, Chief Health Officer
2. Additional Senior Staff members as needed
3. Additional staff with relevant subject matter expertise as needed, including
 - a. Associate Vice President for CARES
 - b. Senior Advisor to the President for External Relations⁶
 - c. Deputy General Counsel
 - d. Executive Director of Human Resources
 - e. Executive Director for BCIT
 - f. Vice Dean of the College

³ The Executive Vice President is responsible for serving as liaison to the Columbia President's Office and informing them of a College Emergency.

⁴ The Dean of the college is responsible for serving as liaison to the Columbia Chief Student Affairs Officer and informing them of a College Emergency.

⁵ The Provost is responsible for serving as liaison to the Columbia Provost and informing them of a College Emergency.

⁶ The Senior Advisor to the President for External Relations is responsible for serving as liaison to Community partners and local government officials.

- g. Chief of Staff to the President⁷
- h. Director of Fire Safety & Emergency Management
- i. Sr. Director of Community Safety⁸
- j. Director of Residential Life

⁷ The Chief of Staff to the President will provide administrative support to the President and Committee.

⁸ The Senior Director of Community Safety is responsible for informing the Columbia University Public Safety Department of a campus emergency and/or relevant updates.

EXHIBIT C

Senior Staff

- Executive Vice President for the College and General Counsel
- Provost & Dean of the Faculty
- Dean of the College
- Senior Vice President for Strategic Finance & Operations
- Chief Financial Officer and Vice President for Finance
- Vice President for Enrollment & Communications
- Vice President for Health & Wellness, Chief Health Officer
- Vice President for Inclusion and Engaged Learning, Chief Diversity Officer
- Vice President for Development
- Associate Vice President and Secretary to the Board
- Associate Vice President Facilities and Capital Planning (Interim)