



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

Table of Contents	1
Statement of Purpose	4
Preparation and Review	4
Emergency Management Committee	4
Circumstances Leading to the Activation of the Emergency Plan	5
Types of Incidents that May Constitute a College Emergency	5
Activation of the Emergency Plan	6
First Administrator on the Scene	6
Emergency Operations Centers	7
Community Safety & Facilities Operation Centers	9
Primary and Secondary Emergency Equipment Storage Sites	9
Emergency Plan Priorities	10
Campus Physical Plant Priorities	10
Priority Objectives	10
Priority 1: Preservation of Human Life Objectives	11
Priority 2: Preservation of Human Health and Safety	11
Priorities 3 - 5: Protection of College Property and, where possible, Personal Property;	

Maintenance of College Programs and Operations, and Response to External Community Needs	11
Implementation of the Emergency Plan	12
I. Assemble Incident Response Team Members	12
II. Establish the designated emergency operations center	12
III. Assign and agree on responsibilities	12
CARES Department (Community Safety/Preparedness/Non-Emergency Response)	14
Facilities	14
Information Technology (“BCIT”)	15
Campus Life and Student Experience Division	15
Communications	16
Health and Wellness Services	16
Human Resources	17
3. Serve as liaison with Employee Assistance Program and other emergency crisis response services, with attention to faculty and staff needs.	17
General Counsel	17
IV. Assess the situation	17
V. Determine appropriate response and resources needed and/or available to address the College Emergency	18
VI. Establish necessary internal communication, including communication with the Board and communication with Columbia University	18
VII. Issue staff assignments (including recall of staff to campus)	20
VIII. Establish necessary communication with outside agencies and civil authorities, if not already underway	20
IX. Monitor media reports and prepare media statements (if necessary)	20
X. Monitor progress, continue to assess the situation and refine response as necessary	20
XI. Make decisions about continuity of classes and operations	20
Considerations:	20
XII. Continue communication with the College community, as appropriate	21
XIII. When appropriate, declare end of College Emergency	21
XIV. Designate one of its members as keeper of a Log of Events/Actions	21
XV. Determine Post-Incident Review Process	21
Supplementary Procedures and Policies	21
Emergency Operations Plan	21
Development and Implementation of Supplementary Emergency Procedures	22
Exhibit A	23
Successive Designees for the Determination of a College Emergency	23
EXHIBIT B	24

Incident Response Team	24
EXHIBIT C	26
Senior Staff	26
EXHIBIT D	27
Community Response Protocols	27
Key Terminology	27
Response Protocols for Specific Types of Emergencies	27
Fire	27
Medical Emergency	30
Active Shooter Incident	30
Major Water Leak/Flood	31
Gas Leak	32
Power Outage	33
Bomb Threat/ Suspicious Package	33
Hazardous Materials	35
Severe Weather	36
Earthquake	36
Civil Disturbance/Demonstration	39
EXHIBIT E	40
Accessibility Considerations	40

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:

- Ensure a coordinated and effective response to emergencies.
- To protect the lives and property of the Barnard College community during emergencies.
- To preserve the academic mission and business continuity 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 workforce and resources in the event of an emergency.
- To identify the College’s role in coordinating emergency operations with outside agencies.
- Comply with federal, state, and local emergency management requirements.

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.

Emergency Management Committee

- The Emergency Management Committee is led by the EVP for Strategy and Chief Administrative Officer and Director, CARES and Emergency Response. The group consists of the following:
- Executive Vice President and Chief Administrative Officer for the College and General Counsel (Chair)
- Director, CARES and Emergency Response (Co-Chair)

- Vice President for Campus Life and Student Experience, Dean of the College (“Dean of the College”)
- Vice President for Strategic Communications and Governmental Affairs
- Associate Vice President for Operations
- Associate Vice President for Facilities & Capital Projects
- Director of Human Resources
- Executive Director for Information Technology
- Senior Associate Director of Fire Safety & Emergency Management
- Director of Residential Life & Housing

The committee meets at least 2 times annually, one to review and update this Emergency Operations Plan and one to conduct scenario table top exercises.

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.
- b. When the President or her designee declares a College Emergency.
- c. When an occurrence seriously disrupts (or has the potential to seriously disrupt) 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

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.

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 Director, CARES or designee will be notified and will in turn immediately notify the Executive Vice President and Chief Administrative Officer (the “Executive Vice President”). Upon assessment with the Director of 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.

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](#)”), starting with the President’s Designee in her absence, then any other Senior Staff member
2. Associate Vice President for Operations
3. Director of CARES
4. Member of the Incident Response Team (“[Exhibit B](#)”)

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.

5. Associate Vice President for Facilities and Capital Projects
6. Senior Associate Director of Fire Safety
7. The highest ranking administrator present from the CARES 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 the Director of 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

The [Incident Commander](#), in consultation with the [Security Operations Lead](#), will designate the Emergency Operations Center (EOC). Members of the Incident Management Team will be directed to report to the Emergency Operations Center during a College Emergency.

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

Office of the President, Milbank Hall, Room 108

In the event that the primary site is inaccessible, a secondary EOC is located in:

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

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 cell phones, three of which have different service providers (AT&T, Verizon, etc.)
- Access to CARES 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 Governor’s Office Local Congressional Representative Office City Council Representatives Borough President’s Office	Vice President for Strategic Communications & Government Affairs		
Reasonably up-to-date lists with home address, telephone and emergency contact information for:			
All Students by Resident/Commuter Status	Registrar		
All Faculty, Staff and Administrators	Human Resources		
Available information on all campus buildings including:			
Number of rooms and residents in each residence hall	ResidentialLife Housing	&	
List of resident assistant contact information	Residential 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;	Facilities/CARES Residential Life Housing	&	

Functions performed in the building;
Storage or existence of Hazardous
Materials;
Particularly valuable items;
Special resources available (e.g. food
supplies, evacuation space)

Floor Plans

Facilities/CARES

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)

Remote Operations Center:

A virtual meeting session will be created for emergency operations

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 3070 Broadway (off W 121st Street) (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 Senior Associate Director of Fire Safety & Emergency Management, Director of CARES, Community Safety Supervisors, Associate Vice President for Facilities & Capital Projects, and Facilities Managers/Supervisors shall have access to these sites.

Emergency Plan Priorities

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

1. preservation of human life
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; IT data centers and critical networking infrastructure
3. Residence Hall Student Rooms
4. Primary Care Health Services
5. All Other Barnard-Managed Housing Facilities
6. Facilities housing animals and Laboratories
7. Other Administrative and Academic Facilities
8. 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 Objectives

1. Assess damage, injuries, and location of major problems.
2. Determine if third party or external partners, EMS, police, fire, etc. are necessary to preserve human life.
3. Establish emergency communications.
4. Evacuate affected locations pending additional assessment.
5. Isolate dangerous areas until determined safe for reentry.
6. Establish medical triage and first aid areas and transport seriously injured to medical facilities, if necessary.
7. Repair utilities and lifelines to prevent further life/safety hazards.
8. Identify needs and support efforts to rescue persons trapped in damaged facilities, if applicable.
9. 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.

Implementation of the Emergency Plan

I. Assemble Incident Response Team Members

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. The Incident Response Team consists of all members of the Emergency Management Committee and any designated Incident Commanders as assigned below.

II. Establish the designated emergency operations center

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).

III. Assign and agree on responsibilities

Under a declared College Emergency, the Incident Response Team will assign responsibilities to individual leads and departments and offices as appropriate. Employees may be temporarily reassigned to assist in emergency operations. The Incident Response Team will start by designating the following leads:

1. Decision Lead: Full responsibility for all decisions related to all emergency efforts.
 - a. Typically the President, and in her absence, the EVP for Strategy and Chief Administrative Officer, and in her absence, the designated President's Designee (this delegation will occur if necessary, but remote leads are appropriate).
2. Incident Commander: Serves as the connector for all involved with this particular challenge

- a. Typically the EVP for Strategy and Chief Administrative Officer, and in her absence, or if she is serving as the Decision Lead, the AVP for Operations, and in his absence, his designee
- 3. Communications Lead: Serves as the chief internal and external communicator related to emergency efforts
 - a. Typically the VP for Strategic Communications and Government Relations, and in her absence, the VP for Admissions and External Affairs.
- 4. Information Technology Lead: Serve as the chief responsible for technology related to emergency efforts
 - a. Typically the Executive Director for Information Technology, and in her absence, the Director of IT Infrastructure.
- 5. Facilities Lead: Serve as the chief responsible for facilities related to emergency efforts
 - a. Typically the Associate Vice President for Facilities & Capital Projects, and in her absence, the most senior member of the Facilities team.
- 6. Internal Communications Lead: Prioritizes all internal communications under the direction of the Communications lead
 - a. Typically the Senior Director of Public Affairs, and in their absence the Senior Director of Messaging and Communications.
- 7. Student Lead: Responsible for all matters related to student needs
 - a. Typically the VP for Campus Life and Student Experience, Dean of the College, and in her absence, the AVP for Campus Life, Associate Dean of the College, and in her absence, her designee
- 8. Health Lead: Responsible for all matters related to campus health and wellness.
 - a. Typically the Chief Health Officer, and in her absence, the AVP for Health and Wellness, and in her absence a designee.
- 9. Academic Lead: Responsible for all matters related to faculty and academic needs
 - a. Typically the Provost, Dean of the College, and in her absence, her designee
- 10. Safety Operations Lead: Responsible for all matters related to Community Safety operations
 - a. Typically the Director of CARES and Emergency Services, or in his absence, the most senior member of the CARES team, or in his absence, the Supervisor on Duty
- 11. Accessibility Lead: Responsible for considerations of accessibility in emergency planning
 - a. Typically the VP, Inclusion & Belonging, or in her absence, the Director of CARDS.
- 12. Process Lead: Responsible for ensuring all steps of emergency operations plans are followed and that no steps are missing
 - a. Typically the VP for Enrollment and External Relations or VP for Community Engagement and Lifelong Success, or in their absence, any elected Senior Staff member
- 13. Reporter: Responsible for keeping an accurate log of all actions taken related to this Incident.
 - a. Typically the Executive Assistant to the President, and in her absence, a designee.

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. Draft Emergency Communications to the Community with Communications team (unless in an emergency where time is not permissible, where immediate issuance is permissible).
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 Columbia University 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 a 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 a 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 Chief Health Officer and AVP for Health and Wellness, coordinates 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. Collaborate with CARES to issue Emergency Communications to the Community (unless in an emergency where time is not permissible, where immediate issuance by CARES is permissible).
3. 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.
4. In consultation with the Incident Response Team (and outside crisis communication consultants (as necessary)), prepare media statements and coordinate communication with the media.
5. Monitor social media and coordinate consistent messaging across College social media accounts, coordinating with Departments who maintain additional accounts.
6. 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.
7. 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 and current access and security level for entering campus.
8. 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 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.
4. Ensure any potential employee injuries and welfare are reported and documented. Report any issues/concerns to Workers Compensation carrier, in a timely fashion and notify Emergency Contact of employee.
5. Provide reasonable notice, if applicable, to unions of the situation on campus

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.
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.

Barnard Community Members

1. Follow all instructions of CARES and designated emergency personnel.
2. Response protocols for members of the College community can be found in [Exhibit D](#).

IV. Assess the situation

Typically the Safety Operations Lead and the Incident Commander will assess the situation and report back to the Incident Response Team.

V. Determine appropriate response and resources needed and/or available to address the College Emergency

Consult the following matters of immediate importance:

- Shelter, including Housing
- Food & Water
- Medical Treatment
- Counseling or other Services

Consult the following campus partners for impact:

- Dining
- Campus Access
- Events
- Toddler Center
- Auxiliary Services (Real Estate) for real estate tenants

Consider assistance needed from external authorities

- Without initial conversation, Safety Operations Lead is empowered to:
 - Contact external authorities when BC property is being vandalized/damaged
- Without initial conversation, CSO's are empowered to:
 - Contact external authorities when someone's physical well-being is endangered to avoid delay in emergency response
- **Decision Lead** → Make any decisions related to assistance from NYPD

VI. Establish necessary internal communication, including communication with the Board and communication with Columbia University

[Full Crisis Communications Plan](#)

[Draft Template Language for Emergency Texts/Emails](#)

Internal Communication

- Emergency Notification System (ENS) for texts, calls, and emails.
- Mass emails and website alerts.
- Social media updates.
- Campus signage

External Communication

- Communication with BOT
- Updates to parents, alumnae, vendors, and community partners.
- Engagement with NYC Emergency Management and FEMA when applicable.

Communications Lead will propose communication plan including the following:

- Preparation of any needed communications for BOT
- **Decision Lead** → determine if any BOT immediate meeting is necessary

In collaboration with Internal Communications Lead, focusing on the following internal communications

- More Information to (and from) Campus Leaders
 - **Academic Lead** → Communicate with faculty committees as appropriate
 - **Incident Commander** → Communicate with BSAC as appropriate
 - **Student Lead** → Communicate with SGA as appropriate
- Affect on other campus operations; making direct contact to:
 - **Events Management**
 - **Events team** → Communicate access plan to event coordinators; obtain any staffing at gates as needed according to access plan
 - **Dining/Chartwells**
- General Communications to internal community
 - Include, where appropriate, channels for communication if they feel unsafe during emergencies
 - Determine and direct Safety Operations Lead on any Emergency Notification System communication needs

Communications with Columbia

BC makes contact to Columbia with update by and to the following (in the following order):

- Decision Lead → CU President
- **Incident Commander** → Chief Operating Officer
- **Incident Commander** → COS and President's Office
- **Communications Lead** → Senior Vice President of Communications
- **Student Lead** → SVP for Student Affairs
- **General Counsel** → General Counsel
- **Safety Operations Lead** → CU safety
- **Academic Lead** → Provost: Provost and Dean of the Faculty
- **Health Lead** → CEO, Columbia University Irving Medical Center: CHO and VP, H&W

- VII. **Issue staff assignments (including recall of staff to campus)**
- VIII. **Establish necessary communication with outside agencies and civil authorities, if not already underway**
- IX. **Monitor media reports and prepare media statements (if necessary)**

Considerations

- **Communications Lead** → Preparation of any holding statements for external audiences (press, public), with review and approval by Office of General Counsel

X. **Monitor progress, continue to assess the situation and refine response as necessary**

Continued proactive monitoring of threats

- **Safety Operations Lead** → NYPD connections
- **Communications Lead** → Social platforms; report any immediate safety concerns and/or relevant intelligence to Safety Operations Lead and Incident Commander
- **Student Lead** → Continue to determine what can be learned from student leaders
- **Academic Lead** → Continue to determine what can be learned from faculty leaders

Continued monitoring of staffing levels

- **Safety Operations Lead** → assess needs for additional Responders

XI. **Make decisions about continuity of classes and operations**

Considerations:

- Prioritized functions and academic programs
- Essential personnel and alternate staffing plans.
- Remote learning and working arrangements.
- Alternate locations for operations.
- Restoration of IT systems and data.
- Post-crisis evaluation and improvement.
- **Academic Lead, Student Lead** → Determine if classes can be relocated or should be canceled
- **Facilities Lead** → Determine impact on events and see if they could be relocated or rescheduled
- **Incident Commander, Security Operations Lead** → Determine if buildings should be closed and appropriate access restrictions
- **Student Lead** → Determine and implement methods and provide support for communities exposed to violence, stress, hate, or bias.

- **Student Lead** → Determine effect on students in residence, and whether any accommodations should be made

XII. Continue communication with the College community, as appropriate

XIII. When appropriate, declare end of College Emergency

Decision Lead will make this determination.

Considerations:

- Safety of those where operations are needed
- Collective Bargaining Agreements where members of our local unions are needed

XIV. Designate one of its members as keeper of a Log of Events/Actions

The Reporter will keep accurate notes of all steps taken in connection with the incident.

XV. Determine Post-Incident Review Process

The Emergency Management Committee will convene to outline the post-event review process and methods to review. The committee will share those plans with the Communications Lead, who will announce that an after-action review will occur and follow up with a timeline and method of distribution of any reports.

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 & Chief Administrative Officer
- Vice President for Campus Life and Student Experience, Dean of the College
- Vice President and General Counsel
- Vice President and Chief Financial Officer
- Provost and Dean of the Faculty Dean of the College
- Associate Vice President for Operations
- Associate Vice President for Facilities & Capital Projects
- VP Enrollment Management & External Affairs
- Director of CARES
- VP Health & Wellness, CHO
- Director of Human Resources
- Vice Dean of the College

EXHIBIT B

Incident Response Team

- Core group of Senior Staff:
 - Executive Vice President and Chief Administrative Officer(Chair)³
 - Vice President for Campus Life and Student Experience, Dean of the College (“Dean of the College”)⁴
 - Provost & Dean of the Faculty⁵
 - Vice President & Chief Financial Officer
 - Vice President and General Counsel
 - Vice President for Strategic Communications and Governmental Affairs⁶
 - Chief Health Officer
- Additional Senior Staff members as needed
- Additional staff with relevant subject matter expertise as needed, including
 - Associate Vice President for Operations
 - Associate Vice President for Facilities & Capital Projects
 - Director of CARES⁷
 - Director of Human Resources
 - Executive Director for Information Technology
 - 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 Vice President for Strategic Communications and Governmental Affairs is responsible for serving as liaison to Community partners and local government officials.

⁷ The Senior Director of CARES is responsible for informing the Columbia University Public Safety Department of a campus emergency and/or relevant updates.

- Executive Assistant to the President⁸
- Senior Associate Director of Fire Safety & Emergency Management
- Director of Residential Life & Housing

⁸ The Chief of Staff to the President will provide administrative support to the President and Committee.

EXHIBIT C

Senior Staff

- Executive Vice President and Chief Administrative Officer
- Vice President and General Counsel
- Provost & Dean of the Faculty
- Vice President for Campus Life and Student Experience and Dean of the College
- Vice President & Chief Financial Officer
- Vice President for Enrollment & External Relations
- Vice President for Community Engagement and Lifelong Success
- Chief Health Officer
- Vice President for Inclusion and Belonging
- Vice President for Advancement

EXHIBIT D

Community Response Protocols

Key Terminology

Evacuate

- Evacuate the building using the nearest available stairway (DO NOT USE ELEVATORS) and exit. Proceed to your designated gathering point at least 500 feet away from the building.
- Provide assistance to persons with disabilities and other individuals in your immediate area. Notify CARES if there are injured or trapped persons remaining in your building.

Shelter in Place

- Stay inside in a safe location. Do not exit the building.
- Close doors and windows.
- Wait for further instructions from CARES or designated emergency personnel.

Lockdown

- Stay or go inside a safe room.
- Lock or barricade the door.
- Cover door and window.
- Lock and stay away from windows.
- Get out of sight and stay low and quiet.
- Turn off lights.
- Silence cell phones.
- Wait for further instructions from CARES or designated emergency personnel.

Response Protocols for Specific Types of Emergencies

Fire

Be Prepared

- Know the location of the nearest fire alarm pull box.
- Know the location of at least two exits from your location.
- Count the doors or work spaces between you and the exits.
- College policy mandates total building evacuation whenever the building interior fire alarm sounds.

Immediate Actions

- Remain calm, do not panic.

- Issue a warning to other occupants, and activate the building alarm. Alert others as you leave and ask if they need help. Awaken any sleeping roommate or suitemates. Prepare to evacuate by putting on shoes and a coat, if necessary.
- Once safely out of harm's way, notify CARES at (212) 854-6666 or campus phone extension 4-6666; give the location and description of the fire.
- If conditions allow, provide assistance to other individuals in your immediate area. Attempt rescue efforts only if there is no immediate danger to you.
- When possible, provide assistance to persons with disabilities. Notify CARES if persons with disabilities are in the area and may need to be relocated.
- If the fire is small and if you have had training, use the proper type of fire extinguisher to control and extinguish the fire. (Refer to P.A.S.S. protocol, below). Do this only after the evacuation has started and CARES has been notified (by activating the fire alarm and by calling (212) 854-6666 or campus phone extension 4-6666).
- Feel the door prior to opening, if cool, crack the door open to look for fire, smoke or other signs of danger. If heat or heavy smoke rushes in, close the door immediately and remain inside.
- If the corridor is passable, stay low to the floor, travel to the nearest exit and leave the building.
- Close all doors as you leave, take your keys with you so you can return if you encounter untenable conditions. When leaving your room, be sure to take your key and/or key card in case it is necessary to return to the room should conditions in the corridor deteriorate. Make sure to close the door and any windows tightly when evacuating.
- Use the stairs; NEVER use the elevator when exiting the building.
- Office of Residence Life and Housing staff members present on their floors should facilitate the evacuation of their floor/section if possible. When the alarm sounds, shout (Example: "there is an emergency in the building, leave by the nearest exit!") and knock on doors as they make their way to the nearest exit and out the building.
- Once outside, proceed to your department's designated gathering point at least 500 feet away from affected buildings. Stay there. Perform attendance to ensure everyone is accounted for.
- Keep streets, fire lanes, hydrant areas, and walkways clear for emergency vehicles and workers.
- Notify CARES or responding emergency workers of any injured or trapped persons remaining in your building.
- If requested, assist staff of CARES as necessary.
- Do not return to an evacuated building until given the "all clear" by CARES staff.

If Trapped In a Building

- Remain calm.
- Call (212) 854-6666 for CARES and provide your name, phone number and location and condition preventing you from leaving. If you are unable to get through to CARES, call 911.
- Open, never break a window and hang a piece of clothing outside to mark your whereabouts for responders.
- Stay at the window breathing the fresh air as it enters.

- If smoke enters the window, close the window and stay close to the floor where the air is less contaminated with smoke.
- Periodically call-out loudly for help so rescue workers can locate you.
- Avoid flammable liquids, compressed gas cylinders, etc. that may be in your room.
- Close door(s) and seal cracks to prevent smoke from entering. If possible, open the window at top and bottom (never break the window).

Procedures to Follow if a Person's Clothing Catches Fire

- If a person's clothing is on fire, he/she must not be allowed to run, as this will fan the flames and cause a more serious burn.
- Remember! STOP DROP and ROLL. Clothing fires must be extinguished immediately in order to minimize skin burns.
- If necessary, knock the person to the floor and roll them over to smother the flames.
- If available, place the person under a shower, utilize a hose, use a fire extinguisher, or wrap him/her in a blanket or whatever is available to smother the flames.
- If possible, place clean wet cloth on burned areas, wrap the person warmly to avoid shock, and secure medical assistance by immediately calling CARES at (212) 854-6666 or campus phone extension 4-6666.

Persons with Disabilities

- It is suggested that individuals who use wheelchairs or who have a mobility-related disability prepare for an emergency ahead of time by instructing coworkers or fellow students on how to assist in an emergency.
- During an emergency evacuation due to fire, building elevators should not be used.
- Evacuation may not always be necessary or advisable. If persons with mobility-related disabilities cannot be transported from the building without using an elevator, assist them to the nearest safe fire stairway landing. Immediately notify CARES at (212) 854-6666 or campus phone extension 4-6666 or CARES Response 212-853-7759.
- Notify CARES staff and responders arriving on-scene of person with disabilities location.

Using a Fire Extinguisher

- Activate the alarm, and report the fire to the CARES at (212) 854-6666 or campus phone extension 4-6666, before attempting to extinguish the fire.
- Use an extinguisher only if you have been trained to do so. Improper use of an extinguisher can increase the hazard.
- If you have any doubt about your ability to fight the fire, exit immediately.
- If you decide to use a fire extinguisher, place yourself between the fire and your exit from the area.
- To use the fire extinguisher, follow the PASS method:

PULL the pin. This will break the tamper seal if a seal is applied.

AIM low, pointing the extinguisher nozzle (or the horn or hose) at the base of the fire.

SQUEEZE the handle to release the extinguishing agent.

SWEEP from side to side at the base of the fire until the fire is out. Wait in the area. If the fire Re-ignites, repeat the steps above.

- If one extinguisher is used and the fire is not extinguished, evacuate and close doors behind you as you exit.
- Portable fire extinguishers are located throughout the building. To report a discharged or damaged fire extinguisher, contact CARES at (212) 854-6666 or 4- 6666 from a campus phone.

Medical Emergency

When encountering a person in need of medical attention, immediately notify the CARES at (212) 854-6666 or campus phone extension 4-6666. Provide your name, exact location and information regarding the nature and magnitude of the medical emergency. If trained, provide appropriate first aid while awaiting the arrival of emergency responders. Remain with the person(s) requiring medical attention until assistance arrives.

Active Shooter Incident

In the event that an Active Shooter Incident should occur on campus, the College may utilize multiple notification methods such as text messaging and campus wide e-mail to alert the community of an active shooting incident. If an event occurs, you should be prepared to **Run, Hide, Fight**.

Immediate Actions

RUN. Evacuate the premises if possible; leave belongings behind. If an event occurs outside, take immediate cover indoors away from the active shooter(s).

- Help others escape if possible, but do not wait if they are hesitant.
- Keep your hands visible
- Prevent others from entering the area and contact authorities when safe and able to do so.
- Notify the CARES at (212) 854-6666 or campus phone extension 4-6666. Provide your name, exact location and information regarding the nature and magnitude of the incident.
- Do not set off fire alarms as this will draw people who are unaware of the situation into hallways and into danger.

If Escape is Not Possible

HIDE. If evacuation is not possible, find a place to hide where the active shooter is less likely to find you and where you won't be trapped or limit your movement.

- Lock and barricade doors (Lockdown).
- Take adequate cover/protection; conceal yourself behind concrete walls, thick desks, or filing cabinets.
- Turn off lights, close blinds, and block windows.

- Those in Laboratories should turn off all gas sources.
- Silence cell phones, turn off radios and computers.
- Keep occupants calm, quiet, and out of sight.
- Stay low – on the floor and call authorities if able.
- If you know the shooter is nearby call 911. Tell the dispatcher what is happening and report your location. Do not hang up until instructed.

If Hiding or Barricading is Not Possible

FIGHT. Be prepared to fight as aggressively as you can; your life depends on it.

- Enlist others to join you.
- Attempt to incapacitate the shooter using whatever weapons are available. Improvise, using chairs, waste baskets, umbrellas, and paper weights etc. to use against the active shooter.

Police Response

- Remain calm and follow officers' instructions.
- The officers' objective is to engage and neutralize the shooter(s) immediately.
- Put down any items in your hands and raise your hands and spread your fingers.
- Keep hands visible and avoid pointing, screaming and yelling.
- When the shooter is neutralized, responders will facilitate follow-up medical care, interviews, counseling, and will begin an investigation.

For more information, please view these informative training videos:

[NYPD Active Shooter Training and Prevention](#)

[DHS Pathway to Violence](#)

[NYS DHSES "480 seconds" Active Shooter Training Video](#)

Major Water Leak/Flood

Identify the Source

- If you know the source of the water and are confident of your abilities to stop it (i.e. unclog a drain, turn off water, etc.), do so cautiously.

Protect from Water Damage

- Cover large objects with plastic sheeting. Carefully remove small or light objects out of the emergency area.

Provide Assistance

- Provide assistance to persons with mobility related disabilities. Notify CARES at (212) 854-6666 or campus phone extension 4-6666 if persons with mobility related disabilities are in the area and may need to be relocated.
- Provide assistance to other individuals in your immediate area.

Use Caution

- If there are electrical appliances or electrical outlets near the leak, use extreme caution.
- If possible, turn off electrical circuit breakers to the area.
- Avoid standing in flood water, as it can carry electrical current.
- If there is any possible danger, evacuate the area.
- Flood water can be contaminated. Avoid contact with sewer water, as it poses a potential health risk.
- Avoid walking through flooded areas. As few as six inches of moving water can knock a person down.

Gas Leak

General Info about Gas

- Natural gas, of the type piped into home heating and stove systems, is lighter than air and will rise.
- Natural gas is odorless. To make it detectable, an odorant similar to the odor of rotten eggs is added. The odorant is noticeable when there is as little as 1% gas in the air.
- Natural gas becomes flammable and will ignite if as little as between 5% and 15% gas is in the air and an ignition source is present. Ignition sources include pilot lights, sparks, matches, electrical switches, static electricity, and motors.
- Laboratory cylinders may contain a variety of gases, including toxic, explosive or asphyxiating gases, as well as non-hazardous materials, and should only be handled by trained personnel.
- Liquefied petroleum gases (e.g., bottled propane) are heavier than air and will travel along the ground.

Contact Authorities

- If a gas leak of any type is suspected, call the CARES at (212) 854-6666 or campus phone extension 4-6666 from a safe unaffected area.

What to Do

- Remain calm.
- Shut off the source of the gas leak if immediately apparent, if it can be easily corrected (e.g., Bunsen burner, kitchen appliance), and if you have the knowledge and ability to do so without jeopardizing your personal safety.
- Evacuate the building/area.
- Identify persons with mobility related disabilities and provide assistance if possible.
- Leave ventilation systems operating.
- Ventilate the area. Open windows.
- Do not pull the fire alarm.

Caution - What Not to Do

- Do not use the phone in the area of the leak.
- Do not turn light switches on or off.
- Do not activate the fire alarm system.

- Do not turn electrical equipment on or off.
- Do not use elevators in the area.
- Do not return to the evacuated area until advised to do so by the CARES.

Power Outage

Immediate Actions

- Remain calm.
- Notify the CARES at (212) 854-6666 or campus phone extension 4- 6666.
- Provide assistance to persons with mobility related disabilities. Notify the CARES if persons with mobility related disabilities are in the area and may need to be relocated.
- Provide assistance to other individuals in your immediate area.
- Secure files, turn off computers, unplug electronic equipment, and lock windows and doors as you leave.
- Proceed cautiously to an area that has emergency lights.
- Do not light candles or other types of flames for lighting.

If Trapped in an Elevator

- Remain calm.
- Notify the CARES at (212) 854-6666 or campus phone extension 4- 6666.
- Community Safety Officers and/or the FDNY will be dispatched to your location to assist you.

What to Report

- Report your location, name, and telephone number, and the location of the power outage.
- Report the extent of the power outage, if known.
- Report any persons with disabilities who are in the area and may need to be relocated.

Persons with Disabilities

- It is suggested that individuals who use wheelchairs or who have a mobility related disability prepare for an emergency ahead of time by instructing coworkers or fellow students on how to assist in an emergency.
- During an emergency evacuation due to a power outage, building elevators should not be used. Contact the CARES for assistance evacuating during a power outage.

Bomb Threat/ Suspicious Package

If You Observe a Suspicious Object or Potential Bomb

- Remain calm.
- Do not touch the object.
- Secure the immediate area around the object to prevent other persons from touching the object.
- Evacuate the area immediately.

- Notify CARES at (212) 854-6666 or campus phone extension 4-6666.

If You Receive a Bomb Threat by Phone

- Remain calm. Do not interrupt the caller or anger them.
- If your phone has a caller ID, record the number displayed.
- Try to keep the caller on the line long enough to complete the Bomb Threat Checklist available on the next page. Try to obtain the following information:
 - When is the bomb going to explode?
 - Where is the bomb located?
 - What does the bomb look like?
 - What type of bomb is it?
 - Why was the bomb placed?
- Try to record the exact words spoken by the caller
- Make note of the caller's voice, language, and any background noise.
- Call CARES at (212) 854-6666 or campus phone extension 4-6666.

If You Receive a Bomb Threat in Writing (Hard Copy or Electronic):

- (If hard copy), handle the written threat as carefully and as little as possible, and place in a paper bag if available.
- (If electronic), contact CARES who will contact BCIT for further direction.
- Note the date, time, location you received the written threat.
- Notify CARES at (212) 854-6666 or campus phone extension 4-6666
- Provide the written threat to the CARES Community Safety office in Barnard Hall, room 104.

If There is an Explosion

- Take cover under sturdy furniture, or leave the building if directed to do so by CARES staff.
- Stay away from windows. Do not light matches. Do not turn light switches on or off.
- Move well away from the site of the hazard (if known) to a safe location. Leave doors and windows open. Use stairs; do not use elevators.
- Call the CARES at (212) 854-6666 or campus phone extension 4-6666.

If You Receive Notice of a Bomb Threat

- Follow the instructions of CARES
 - Evacuation: A bomb threat doesn't automatically mean an evacuation from the campus or from the building with the threat. The decision to evacuate is typically made by CARES or police.
 - Shelter in Place: You may be asked to shelter in place while the threat is being assessed. While sheltering in place:
 - Stay away from windows. Do not light matches. Do not turn light switches on or off.
- Do not activate the fire alarm unless there is an actual fire.

- Be prepared: Familiarize yourself with your building's emergency plan and evacuation routes. Take cover under sturdy furniture, or leave the building if directed to do so by CARES staff.

Hazardous Materials

Emergency Procedures for Hazardous Substance Spills:

- Any spill of a hazardous substance must be reported immediately to CARES at (212) 854-6666 or campus phone extension 4-6666. The CARES will immediately contact CU Environmental Health & Safety.
 - Provide any information you may have as to the location and extent of the spill, and as to the chemicals involved or stored in the area. Note spelling of chemicals.
- Stop the SOURCE of the spill if possible, but DO NOT attempt to clean up the spill yourself unless you are properly trained.
- Don't endanger yourself or others.
- Remove any victims from the area ONLY if it can be done safely, and evacuate the area.
- If chemicals come in contact with your skin, immediately flush the affected area with clean water for at least 15 minutes.
- Persons who may be contaminated by a spill/release are to:
 - Seek medical attention immediately.
 - Avoid contact with others.
 - Alert responders/emergency personnel of the injury.
 - Try to obtain the Safety Data Sheet (SDS) for chemicals involved to provide to emergency responders.
- Aid victims if possible until emergency help arrives.
- Make yourself available to supply critical information.

Emergency Procedures for Fumes/Vapors

- If the presence of harmful/irritating fumes is suspected, the affected area should be evacuated. Don't endanger yourself or others.
- Remove any victims from the area ONLY if it can be done safely, and evacuate the area.
- If possible, aid victims outside of affected area until emergency personnel arrive.
- Use a telephone away from the affected area and notify CARES at (212) 854-6666 or campus phone extension 4-6666. The CARES will immediately contact CU Environmental Health & Safety.
- It may be possible to ventilate an affected area by opening windows and or activating exhaust fans, provided such an action is undertaken by trained personnel and does not exacerbate the situation or put personnel in harm's way while attempting to ventilate.
- Make yourself available to supply critical information.

Severe Weather

DO NOT LEAVE THE BUILDING OR INITIATE A BUILDING EVACUATION WHEN SEVERE WEATHER STRIKES.

Severe Weather Preparedness

- The College will initiate notifications when severe weather bulletins are issued for the immediate area.
- The safest place to be during severe thunderstorms and tornadoes is inside a secure structure, since most damage occurs as a result of broken glass and flying debris.
- Try to go to the lowest level or interior of the building.
- Keep a radio or television on to listen for news updates.

Severe Heat

- Slow down. Avoid strenuous activity. If you must participate in strenuous activities, do it in the coolest part of the day, which is usually in the morning between 4 a.m. and 7a.m.
- Stay indoors as much as possible. If air conditioning is not available, stay on the lowest floor, out of the sunshine.
- Drink plenty of water regularly and often, even if you don't feel thirsty. Water is the best liquid to drink during a heat wave. Avoid alcohol and caffeine as they can intensify the effects of the heat on your body. This is especially true about beer because it accelerates dehydration.
- Wear lightweight, light-colored clothing. Light colors will reflect away some of the heat energy from the sun.
- Never leave children or pets in the car even with the windows down. When the outside temperature is only 83 degrees F, and your car windows are down 2 inches, the temperature in your car can reach 109 degrees F in 15 minutes.
- Avoid using salt tablets unless directed to do so by a physician.
- Monitor for signs of heat exhaustion, and take anyone experiencing heat exhaustion out of the heat into a cool environment. Have the victim drink water, SLOWLY, at the rate of approximately half a glass of water every 15 minutes. Consuming too much water too quickly will cause nausea and vomiting in a victim of heat illness.
 - Symptoms of heat exhaustion:
 - Cool, moist, pale or flushed skin
 - Heavy sweating
 - Headache
 - Nausea or vomiting
 - Dizziness
 - Exhaustion

Earthquake

Prepare

- Look for items in your office/residence hall/classroom that could become a hazard during an earthquake:
- Ensure that Facilities has been notified of any cracks in ceilings and foundations, defective electrical wiring, leaky gas lines, and inflexible utility connections.
- Place large or heavy objects on lower shelves. Fasten shelves to walls. Brace high and top heavy objects.
- Store bottled foods, glass, china, and other breakables on low shelves or in cabinets that can be fastened shut.
- Locate safe spots in each room under a sturdy table or against an inside wall.
- Identify danger zones in each room -- windows where glass can shatter, bookcases or furniture that can topple over, or under ceiling fixtures that can fall.

What to do during an earthquake:

- If you are inside a building, stay inside your building until the shaking stops and it is safe to go outside. Most injuries during earthquakes occur when people are hit by falling objects when entering or exiting buildings.
- If you are indoors, drop, cover, and hold on! Take cover under a sturdy desk, table, or bench, or against an inside wall, and hold on. Stay away from glass windows, outside doors or walls, and anything that could fall, such as lighting fixtures or furniture. If you are in bed, stay there, hold on, and protect your head with a pillow (unless you are under a heavy light fixture that could fall).
- If you are outdoors, stay outside. Move away from buildings, streetlights, and utility wires. Do not take shelter under a bridge or overpass.
- If you are in an apartment building, residence hall, or other multi-household structure with many levels:
 - Get under a desk and stay away from windows and outer doors.
 - Stay in the building (many injuries occur as people flee a building and are struck by falling debris).
 - Be aware that electricity may go out and sprinkler systems may activate.
 - Do not use the elevators.
- If you are in a crowded indoor public location:
 - Stay where you are. Do not rush for the doorways.
 - Move away from tall shelves, cabinets, bookcases, and display cases that could topple over or that contain objects that could fall.
 - Take cover and grab something to shield your head and face from falling debris and glass.
 - Be aware that the electricity may go out or the sprinkler systems or fire alarms may activate.
 - Do not use the elevators.
- If you are in a moving vehicle, stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, overpasses, or utility wires. Then proceed cautiously, watching for bridge and road damage.
- If you become trapped in debris:
 - Do not light a match or lighter.
 - Do not move about or kick up dust.

- Cover your mouth with a cloth or clothing.
- Tap on a pipe or wall 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.
- Stay indoors until the shaking has stopped and you are sure that exiting is safe.

What to do after an earthquake:

- Be prepared for aftershocks. They can be strong enough to do additional damage to weakened structures.
- Check for injuries.
 - Do not attempt to move seriously injured persons unless they are in immediate danger of death or further injury. If you must move them, first stabilize their neck and back.
 - If the victim is not breathing, carefully position the person to open the airway to assist them to breathe.
 - Maintain body temperature with blankets, clothing, or other insulating material and raise the legs to help prevent shock.
 - Attempt to stop bleeding through the use of direct pressure, elevation, and pressure points.
 - Do not try to give liquids to an unconscious person.
- If the electricity goes out, use flashlights or battery powered lanterns. Do not use candles, matches, or open flames indoors after the earthquake because of possible gas leaks.
- Wear sturdy shoes in areas covered with debris and broken glass.
- Report any on-campus damage to Facilities. If you have any doubt about safety in your home, have it inspected by a professional before entering.
- If you smell gas or hear a hissing or blowing sound, open a window and leave. Shut off the main gas valve. Report the leak to CARES or Facilities. Stay out of the building. If you shut off the gas at the main valve, only a professional should turn it back on.
- Facilities will direct if you should switch off the electrical power at the main fuse box or circuit breaker if electrical damage is known or suspected.
- Shut off the water supply at the main valve if water pipes are damaged.
- Do not flush toilets until you know the sewer lines are intact.
- Open cabinets cautiously. Beware of heavy objects that can fall from shelves.
- Use the phone only to report life-threatening emergencies (to prevent overloading of the phone system).
- Listen to news reports and monitor information sources.
- Stay off the streets. If you must go out, watch for fallen objects; downed electrical wires; and weakened walls, bridges, roads, and sidewalks.
- Stay away from other damaged areas unless your assistance has been requested by response agencies or you are a trained emergency responder operating with an organized team.

Civil Disturbance/Demonstration

- Most campus demonstrations such as protests, marches, meetings, picketing or rallies will be peaceful and non-obstructive.
- A notification should be made to CARES at (212) 854-6666 or campus phone extension 4- 6666 for any of the below conditions:
 - INTERFERENCE with normal operations of the College.
 - PREVENTION of access to office, buildings, libraries, classrooms, or other College facilities.
 - THREAT of physical harm to persons or damage to College facilities.
- Do not interrupt or become involved with the participants.
- Efforts should be made to conduct business as usual.
- In the event that a violent demonstration in which injury to persons or property occurs or appears imminent:
 - If indoors, close all doors and windows, lower blinds, stay in groups, await updates from CARES. If evacuation is necessary, follow instructions and announcements.
 - If outdoors, immediately leave the area, stay in groups, and seek shelter indoors.
 - Do not argue or become involved with the participants. Inserting yourself in a violent situation may only lead to you and others getting hurt.
- CARES in conjunction with the Emergency Management Committee Communications group will alert and update the Barnard community on developments and conditions of the event via emergency e-mail, text message, etc.

EXHIBIT E

Accessibility Considerations

Evacuation Planning:

- Personal Emergency Evacuation Plans (PEEPs) developed for individuals with disabilities
- Designated refuge areas identified
- Training for staff on assisting persons with mobility, sensory, or cognitive disabilities

Communication Accessibility:

- Use of visual alerts in addition to alarms
- Interpreters or captioning for public briefings when needed
- Accessible ENS alerts (e.g., screen reader compatibility)

Shelter & Transportation:

- ADA-compliant temporary shelters
- Accessible transportation for evacuation or relocation