

CURRY COLLEGE

Emergency Response Manual

2020

The updated and revised 2020 edition of the Emergency Response Manual was the result of work from members who served on the Emergency Preparedness Committee in 2017.

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LIST OF ABBREVIATIONS USED

AED	Automated External Defibrillator
CPR	Cardio-Pulmonary Resuscitations
CMG	Crisis Management Group
CWIS	Curry Web Information System
DPS	Department of Public Safety
EAS	Emergency Alert System
EMG	Emergency Management Guide
EMS	Emergency Medical Services
EPC	Emergency Preparedness Committee
FEMA	Federal Emergency Management Agency
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IMT	Incident Management Team
LEPC	Local Emergency Planning Committee
MCI	Mass Casualty Incident
MFD	Milton Fire Department
MPD	Milton Police Department
NIMS	National Incident Management System
PFA	Psychological First Aid
PIO	Public Information Officer
UC	Unified Command

Curry College's All-Hazards Disaster/Emergency Management and Business Continuity/Continuity of Operation Program

Curry College is committed to the safety and well-being of our students, staff, and faculty. It is the responsibility of the College and its employees to ensure that its educational programs and other activities protect and promote a healthy and safe living, learning, and working environment. A safe and healthy place to live, learn, and work is more than an expectation; it is the goal that we must all strive to maintain. In support of this objective, the College maintains an employee Health, Safety and Environmental Affairs Policy (Policy 5.1), which is available within the Employee Handbook, and accessible at any time on the myCurry portal under the Employee Tab/Human Resources under Health & Safety, or by clicking [Curry College Emergency Response Manual](#).

Additionally, the President, Board of Trustees, and Senior Staff have committed to a program to prevent, mitigate the consequences of, prepare for, respond to, maintain continuity during, and recover from incidents. This program is known as the "All-Hazards Disaster/Emergency Management and Business Continuity/Continuity of Operations Program". Referred to throughout this document as "The Program".

Emergency Response Manual – Purpose and Scope

As part of "The Program", this document, the "Emergency Response Manual" (ERM) defines action plans for a range of emergency situations to minimize the impact of an emergency on students, faculty, staff, visitors, and facilities. These plans will also facilitate an immediate response integrating Curry College resources with those from the town of Milton, and other responding agencies, when needed. The manual aligns our emergency operating procedures with the principles specified by National Incident Management System (NIMS) for handling crises resulting from fires, floods, storms, hazardous material incidents, and other potential disasters.

This ERM is based on the following assumptions:

- x An emergency may occur at any time of the day or night, weekend or holiday, with little or no warning.
- x Emergencies are variable and dynamic; therefore, response efforts should utilize this manual as a guide while also adapting as the incident evolves.
- x An emergency may not be confined to our campus and may affect the surrounding community, which may delay the response time of off-site emergency response agencies, requiring that the College be self-sufficient during the initial stages of the event.
- x Curry College will utilize its Emergency Management Structure in order to activate and deploy the appropriate college resources.
- x If external agencies are required, those agencies will assume Incident Command. Curry College will provide support to those external agencies.
- x All faculty, employees, and students are familiar with Curry's emergency procedures and are aware of

their roles under such conditions.

- x The ERM serves as a tool to be used by planners to mitigate threat and risk, for first responders to assist with response efforts, and by all Institute personnel to recover from disasters in a coordinated effort.

This ERM is a working document, and will be updated annually. Please send suggested changes to Mirlen Mal, Vice President of Human Resources.

Priorities

The Emergency Response Manual shall be used for responding to any emergency in a safe and timely manner. The plan will provide support to responding agencies, all students, visitors, and personnel affected while clearly communicating the status of events. The order of priorities is:

- x To protect the lives, safety and health of all students, faculty, staff, and visitors to our campus.
- x To protect all Curry facilities and property from loss.
- x To effectively communicate with all stakeholders.
- x To provide recovery measures for the continuity of College operations and services.

Guiding Principle

The authority to implement any portion of All-Hazards Disaster/Emergency Management and Business Continuity/Continuity of Operation Program rests with the President or his designee. All students, staff, faculty, and visitors of Curry College are expected to comply with the provisions of this plan. Familiarization with the contents of this manual is essential to the orderly administration of the institution during emergencies. College staff and faculty have a duty and responsibility to guide students and visitors through the proper response as described in the plan during any emergency, including evacuations or Shelter in Place Scenarios.

Authority

The President of Curry College authorizes the Emergency Response Plan and Emergency Response Manual. The plan works in conjunction with area first responders and shall be subordinate to local, state, and federal plans during a disaster declared by these authorities. A copy of the plan is provided to Milton Fire and Police Departments, and the Local Emergency Planning Committee. Proposed changes to the plan shall be submitted to Curry's Emergency Preparedness Committee for approval.

Program Management

Curry College is committed to building an Emergency Management and Business Continuity program designed to maximize the resiliency of the College to disruptive incidents. The College utilizes an approach that encompasses all phases of the emergency management cycle (prevention, preparedness, response, recovery and mitigation) throughout the institution and facilitates operational continuity.

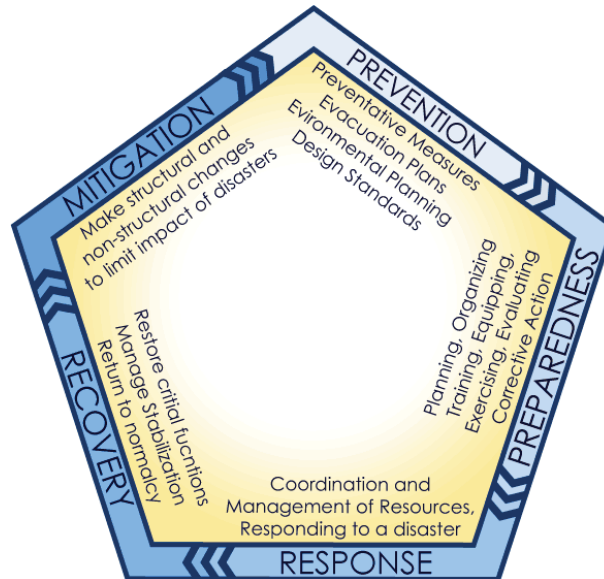
This approach includes creating plans and procedures to address incidents from an all hazards approach as well as staffing, equipment, and systems designed to support emergency response activities.

The Emergency Response Manual shall be reviewed and updated annually. An after action review to identify corrective actions will be conducted following each incident. Corrective actions will be exercised after implementation to ensure their effectiveness.

The President has appointed and authorized the Vice President of Human Resources to develop, implement, administer, evaluate, and maintain the program. The Vice President of Human Resources shall serve as the National Incident Management System (NIMS) point of contact for Curry College.

Emergency Management Cycle

Following established Emergency Management Principles, Curry's "Program" and the Emergency Preparedness Committee actively evaluates actions taken by Curry during all phases of the Emergency Management Cycle: this includes Preparedness, Response, Recovery, Prevention and Protection.



Prevention focuses on preventing human hazards, primarily from potential natural disasters or terrorist (both physical and biological) attacks. Preventive measures are designed to provide more permanent protection from disasters; however, not all disasters can be prevented. The risk of loss of life and injury can be limited with good evacuation plans, environmental planning and design standards.

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Training and exercising plans is the cornerstone of preparedness which focuses on readiness to respond to all-hazards incidents and emergencies.

Response is comprised of the coordination and management of resources (including personnel, equipment, and supplies) utilizing the Incident Command System in an all-hazards approach; and measures taken for life/property/environmental safety. The response phase is a reaction to the occurrence of a catastrophic disaster or emergency.

Recovery consists of those activities that continue beyond the emergency period to restore critical community functions and begin to manage stabilization efforts. The recovery phase begins immediately after the threat to human life has subsided. The goal of the recovery phase is to bring the affected area back to some degree of normalcy.

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters and emergencies. Mitigation involves structural and non-structural measures taken to limit the impact of disasters and emergencies. Structural mitigation actions change the characteristics of buildings or the environment;

examples include flood control projects, raising building elevations, and clearing areas around structures. Non-structural mitigation most often entails adopting or changing building codes.

All Hazards Approach

In an effort to best position the institution for resiliency in a crisis situation, the college has initiated a Hazard Vulnerability Assessment (HVA). The HVA provides a systematic approach to recognizing hazards that may affect demand for the college's services or its ability to provide those services. The risks associated with each hazard are analyzed to prioritize planning, mitigation, response and recovery activities. The HVA serves as a needs assessment for the Emergency Management program. This process involves community partners and shall be communicated to community emergency response agencies. Based on our most current HVA (reviewed annually) the following incidents are highlighted in this manual:

- x Hazardous materials
- x Serious criminal activity
- x Winter storms
- x Civil unrest
- x Fire/Explosion
- x Tornado
- x Pandemic
- x Hurricane/Severe storm
- x Terrorism
- x Earthquake
- x Chemical, biological, or radiological incidents

Responsibilities:

Emergency Preparedness Committee

Emergency Preparedness Committee (EPC) is an institutional committee and has the following charge: "The Emergency Preparedness Committee develops a plan for continuing the core and essential functions of the College in the event of a major incident or event that may threaten the health and safety of the campus community or significantly disrupt its program and activities. The committee provides a structure for coordinating preparedness, response, and recovery efforts of Curry College personnel and resources. The committee brings these plans to Senior Staff for approval. This committee is also charged with communicating these plans to the community. "

The committee is made up of representatives from the college administration, faculty and staff. The EPC is made up of representatives of:

- x Department of Public Safety
- x Buildings and Grounds
- x Academic Affairs
- x Human Resources

- x Finance
- x Campus Life/Residence Life
- x Public Relations
- x Technology Center
- x Continuing Education & Graduate Studies
- x Safety & Environmental Health

The EPC shall ensure the following are priority planning considerations:

- x Have in place systems to account for all members of faculty, staff and student body involved with the evacuation.
- x Coordinate with external agencies such as Milton Fire, Police, LEPC and Fallon Ambulance.
- x Identify and contact mutual aid sources.
- x Review procedures regarding release and/or redirection of faculty and students.

Finance and Administration

The Program is financed by the Office of Finance. Therefore, in the event of an emergency or disruptive incident, the Vice President of Finance/CFO or his/her designee processes the request for Finance.

In specific circumstances, emergency purchasing procedures can be authorized to ensure that response, continuity, and recovery-driven purchase requests are processed to assist with documentation, cost recovery, fiscal management of response, continuity and recovery actions.

Emergency Management Organization

Curry's emergency management organization is divided into three main components and is designed to use our resources to respond effectively to an incident. The three components are (1) the Crisis Management Group, (2) the Incident Management, and (3) the Emergency Support Groups.

Crisis Management Group

The Crisis Management Group consists of the President, Executive Team, Director of Public Safety and Director of Buildings & Grounds.

In the event of a significant crisis, the Crisis Management Group will make decisions regarding the response to the situation. The President or his designee will determine when to activate the Emergency Operations Center (EOC).

Incident Management Team

The function of the Incident Management Team is to provide operational support to the Crisis Management Group. Under the policy direction of the Crisis Management Group, the Incident Management Team is responsible for developing a plan of action to respond to an incident. The Incident Management Teams assumes overall responsibility for managing the incident. The Incident Management Team is made up of the Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

In the event that the EOC has been activated, the Incident Management Team reports to that location.

Emergency Support Groups

The Emergency Support Groups perform tasks required in an emergency using Curry's internal resources. The Incident Management Teams assesses the situation and determines which Emergency Support Groups should be activated and under which Section they shall be assigned.

The Incident Management Team directs the response activities of the Emergency Support Groups and keeps the Crisis Management Group updated. The Communications Emergency Support Group, under the direction of the Public Information Officer, will approve all information prior to its release to internal or external audiences.

Building Captains

The Building Captain Program is a voluntary program that has been established to help minimize the impact of an emergency on students, faculty, staff, visitors, and facilities. Building Captains, together with College Security/Police Services, will assist students, faculty, staff, and visitors evacuate or Shelter in Place during an emergency.

Emergency Response Manual Structure

(Aligned with 5 phases of Emergency Management Cycle)

Preventive Actions and Planning

Prevention focuses on preventing human hazards, primarily from potential natural disasters or terrorist (both physical and biological) attacks. Preventive measures are designed to provide more permanent protection from disasters; however, not all disasters can be prevented. The risk of loss of life and injury can be limited with good evacuation plans, environmental planning and design standards.

Curry College continues to focus on preventive actions and planning. Specifically, comprehensive plans have been developed in the following areas:

- x Hazard Vulnerability [\[Safety & Environmental Health Folder\]](#)
- x Campus Evacuation Plan [\[Appendix A-1\]](#)
 - A-1a: Campus wide Evacuation and Relocation Areas
 - A-1b: Resident Hall Emergency Evacuation Locations/Rally Points
- x Spill Countermeasure and Control Plan [Safety & Environmental Health Folder]
- x Active Shooter [\[Appendix A-2\]](#)
- x Bomb Threats [\[Appendix A-3\]](#)

Preparedness

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Training and exercising plans is the cornerstone of preparedness which focuses on readiness to respond to all-hazards incidents and emergencies.

As preparedness is a continuous process, the emergency preparedness committee is working concurrently to develop programs, systems and procedures for the entire campus community. These include:

- x Systems in Place for the Dissemination of Emergency Information
- x Emergency Action Plans for General Campus Community
- x General Communications regarding relevant procedures and best practices.

Training and Exercise

An emergency preparedness program and plan is only effective when it is understood and exercised by the persons who will utilize it during its deployment. To ensure that Curry employees are capable of utilizing this plan, a training and exercise program is part of this program. The core elements of the training and exercise program will align with the Homeland Security Exercise and Evaluation Program (HSEEP) and the requirements set out by the Occupational Safety and Health Administration.

Currently, all persons directly involved in the execution of the “Program” (Crisis Management Committee, Emergency Preparedness Committee, Incident Management Team, Emergency Support Functions, and Building Captains) shall be trained in the Incident Command System and the National Incident Management System. This training shall at least include:

- x [IS-700.A: National Incident Management System \(NIMS\) An Introduction](#)
- x [IS-100.HE: Introduction to the Incident Command System for Higher Education](#)
- x [IS-200.B: ICS for Single Resources and Initial Action Incidents](#)

These three courses provide a solid foundation of knowledge for persons involved with emergency planning, response or recovery efforts. These courses are provided by Federal Emergency Management Agency’s (FEMA) Emergency Management Institute’s (EMI) Curriculum Management Branch through the Independent Study Program (ISP). This is a distance learning program which offers training, free of charge, to the nation’s emergency management network and the general public.

Additionally, all persons directly involved in the execution of the “Program” shall also be trained on the basic information covered in this Emergency Response Program and those sections of the plan in which they have responsibilities.

Incident Management and Response

Response is comprised of the coordination and management of resources (including personnel, equipment, and supplies) utilizing the Incident Command System in an all-hazards approach; and measures taken for life/property/environmental safety. The response phase is a reaction to the occurrence of a catastrophic disaster or emergency.

At Curry it is the Incident Management Team who when activated during a response assumes the overall responsibility for managing the incident. The Incident Management Team shall operate utilizing concepts and procedures consistent with the National Incident Management System (NIMS).

National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work

together seamlessly and manage incidents involving all threats and hazards—regardless of cause, size, location, or complexity—in order to reduce loss of life, property and harm to the environment. The NIMS is the essential foundation to the [National Preparedness System \(NPS\)](#) and provides the template for the management of incidents and operations.

The purpose of the NIMS is to provide a common approach for managing incidents. These concepts provide for a flexible but standardized set of incident management practices with emphasis on common principles, a consistent approach to operational structures and supporting mechanisms, and an integrated approach to resource management. The NIMS approach establishes interoperability and compatibility among federal, state, and local capabilities, and includes a set of concepts, principles, terminology and technologies covering the Incident Command System (ICS), Unified Command, training, management of resources, and reporting.

Incidents typically begin and end locally, and they are managed daily at the lowest possible geographical, organizational, and jurisdictional level. There are other instances where success depends on the involvement of multiple jurisdictions, levels of government, functional agencies, and/or emergency-responder disciplines. These instances necessitate effective and efficient coordination across this broad spectrum of organizations and activities. By using NIMS, communities, such as Curry and the Town of Milton, are part of a comprehensive national approach that improves the effectiveness of emergency management and response personnel across the full spectrum of potential threats and hazards (including natural hazards, terrorist activities, and other human-caused disasters) regardless of size or complexity.

Incident Command System

The Incident Command System (ICS) is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, Intelligence & Investigations, finance and administration. It is a fundamental form of management, with the purpose of enabling incident managers to identify the key concerns associated with the incident often under urgent conditions without sacrificing attention to any component of the command system. The Incident Command System (ICS) is a fundamental element of incident management. The use of ICS provides standardization through consistent terminology and established organizational structures.

Organizational Structure:

Incident Commander. Using the ICS, the Incident Commander (IC) is the individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The command function must be clearly established from the beginning of an incident. For each incident on the Curry Campus, the IC directs the campus emergency response for any incident to minimize injuries, set priorities, and delegate tasks; and provides the President and the Executive Team with current information on the status of the emergency and response activities.

Unified Command. An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies and/or organizations work together through the designated members of the Unified Command, often the senior person from agencies and/or organization and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan. UC would be employed for incidents involving multiple jurisdictions (Milton Police, Fire, County Sheriffs, State Police, etc.).

In this case the Curry College Incident Commander directs emergency communications with local and state governmental agencies to coordinate overall operations, while maintaining big-picture focus for status reports to the President of Curry College or his/her designee.

Command Staff

The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer, Safety Officer, and Liaison Officer, in addition to various others, as required and assigned by the Incident Commander

Public Information Officer (PIO): Director of Public Relations (primary); Vice President of Marketing & Communications (secondary).

The PIO is responsible for interfacing with the community and public media and/or other agencies involved with the incident.

Safety Officer: Safety & Health Coordinator monitors, conditions and develops measures for assuring the safety of all assigned personnel. Monitors, conditions and develops measures for assuring the safety of all assigned personnel.

Liaison Officer: Public Safety Officer or designee. Serves as the primary contact for off-campus supporting agencies assisting at an incident.

General Staff

A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

The Operations Section Chief is responsible for the direct management of all on-campus incident-related operational activities. This includes establishing perimeters, maintaining command-post and emergency-scene security, coordinating evacuation operations, and directing and controlling traffic. If needed, operations will also provide for detainee transportation and processing, establishing tactical objectives, and conducting a post-incident investigation.

The Planning Section Chief is responsible for developing and documenting the Incident Action Plan (IAP) based on guidance from the Incident Commander, the President, and/or the Executive Team. Planning will prepare status reports, display situation information, and monitor the status of resources assigned to the incident. Planning will also be responsible for the collection, evaluation and dissemination of incident situation information and intelligence to the Incident Commander and other college officials.

The Logistics Section Chief is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering required resources from off-campus locations. Logistics also provides facilities, transportation, supplies, equipment maintenance, fueling, food service, communications and medical services for incident personnel while at Curry College.

Finance and Administration Section Chief is involved when incident management activities require finance and other college administration support, including administering procurement contracts, ensuring the time personnel spend on the incident is recorded, processing administrative paperwork associated with rental expenses or supply contracts, and documenting injuries, illnesses and liability issues related to the incident.

Emergency Support Groups

Risk Management. Primary Contact: Manager of Procurement/Risk Management

- x Provide guidance and assistance in collecting and maintaining documentation for insurance records or other purposes
- x Provide coordination between Curry and the insurance carrier's Crisis Assistance Group

Building & Grounds. Primary Contact: Director of Buildings & Grounds

- x Provide personnel and equipment to prepare for building shutdowns, emergency repairs, debris removal, or other business continuity actions in accordance with the All Hazards Emergency Response Plan
- x Maintain a means of contact with B&G personnel and appropriate contractors to respond to emergencies involving HVAC malfunctions, floods, utilities outages, damage to buildings and/or grounds
- x Inventory evacuation resources, equipment and materials needs.
- x Conduct emergency equipment testing annually or as required to include back-up generators, HVAC controls, emergency lighting, fire extinguishing equipment, fire suppression equipment, and area of rescue locations
- x Meet periodically with representatives of local support agencies to renew mutual understandings of the role they play in neutralizing emergency situations at the College.
- x Develop and maintain documentation on evacuation routes and emergency systems for all college facilities.
- x Coordinate alternative parking arrangements and the activities of the parking vendor
- x Locate alternative classroom and parking space as necessary

Public Safety. Primary Contact: Director of Public Safety

- x Provide direction during building evacuations, campus evacuations, and/or Shelter in Place actions
- x Provide communication with and direction to the Building Captains
- x Provide assistance to and serve as the point of contact between first responders and the Core Emergency Support Group
- x Provide emergency responders with detailed diagrams and specifications for all campuses
- x Provide incident updates from first responders to the Core Emergency Support Group and maintain contact with the EOC
- x Assist first responders with tasks such as traffic control and building access
- x Meet periodically with representatives of local support agencies to renew mutual understandings of the role they play in neutralizing emergency situations at the College. These include: Milton and State Police Departments and the Local Emergency Planning Committee (LEPC)

Information Technology. Primary Contact: Chief Information Officer

1. Provide support to the Core Emergency Support Group when the Crisis Communication Plan is activated by maintaining and testing of all communications, notification, and network-related services
2. Prepare for the continuation of College information technology processes in accordance with the Information Technology Services Disaster Recovery Program and the Curry College business continuity plan

3. Provide guidance and technical expertise for incidents involving cybersecurity and identity theft

Enrollment and Student Services. Primary Contact: Vice President of Student Affairs

- x Provide post-incident support services
- x Provide resources for crisis debriefing or psychological counseling for student victims
- x Coordinate volunteer staffing and temporary workspace to support the receipt and distribution of donated items
- x Assist Student Life with the coordination of volunteers and donated items
- x Provide student information to the Incident Management Team or the Crisis Management Group as directed (Includes electronic format); will follow up with Academic Affairs to ensure schedule or other academic information is included

Human Resources. Primary Contact: Vice President of Human Resources

- x Provide employee information to the Crisis Management Group or a designee as directed
- x Provide resources for crisis debriefing or psychological counseling to employee victims as specified in the Post Incident Counseling and Support Response Plan section of this plan
- x Provide information and support regarding employee benefits to the Crisis Management Group
- x Provide payroll processing assistance to Finance as needed
- x Coordinate crisis counseling related activities for employees involving Curry's Insurance Policy as specified in the Post Incident Counseling and Support Response Plan

Medical Services. Primary Contact: Director of Health Center

- x Develop and maintain medical care plan

Incident Types

As defined in ICS Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex. The Emergency Response Plan classifies incidents by type. Definitions for examples of each incident type are provided on the following page:

Incident Types

TYPE 5	<ul style="list-style-type: none"> x A minor to moderate incident where campus resources are thoroughly adequate to handle the situation, and evacuation is limited to a single building or area x The incident can be handled with one or two single resources with up to six personnel. x Command and general staff positions (other than the incident commander) are not activated. x No written incident action plan (IAP) is required. x The incident contained within the first operational period and often within an hour to a few hours after resources arrive on scene.
TYPE 4	<ul style="list-style-type: none"> x A moderate to severe emergency wherein Curry resources require immediate outside agency emergency support, such as MPD, MFD, MSP x Several resources are required to mitigate the incident, including an Emergency Support Group. x The incident is usually limited to one operational period in the control phase. x The College President may have briefings, and ensure the complexity analysis and delegation of authority are updated. x No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources. x The role of the College President includes being briefed on operational plans including objectives and priorities.
TYPE 3	<ul style="list-style-type: none"> x A major on-campus or off-campus disaster wherein resources in or near the impacted area are overwhelmed and extensive town, county, state and/or federal resources are required. x In the event of a Level 3 incident, the CMG will coordinate with the College President to proclaim a campus-wide state of emergency, or respond to a state of emergency proclaimed by outside authorities. x When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. x Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions, as well as emergency support groups. x The incident may extend into multiple operational periods. x A written IAP may be required for each operational period.
TYPE 2	<ul style="list-style-type: none"> x This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. x Most or all of the Command and General Staff positions are filled. x A written IAP is required for each operational period. x Many of the functional units are needed and staffed. x The College President or his designee, is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
TYPE 1	<ul style="list-style-type: none"> x This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. x All Command and General Staff positions are activated. x The College President or his designee will have briefings, and ensure that the complexity analysis and delegation of authority are updated. x Use of resource advisors at the incident base is recommended. x There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. <p>Events of national significance. Examples: Terrorist act in City of Boston or surrounding region, major sporting events such as the Olympics.</p>

*The period of time scheduled for execution of a give set of operation actions. Operational Periods can be of various lengths, although usually not over 24 hours.

Recovery Operations

Recovery consists of those activities that continue beyond the emergency period to restore critical community functions and begin to manage stabilization efforts. The recovery phase begins immediately after the threat to human life has subsided. The goal of the recovery phase is to bring the affected area back to some degree of normalcy.

Equipment inventory and inspection

Emergency equipment and supplies will be inspected and inventoried at the conclusion of an emergency operation. The equipment and supplies requiring cleaning or repair will be cleaned or repaired prior to storage. Equipment or supplies losing their utility during the emergency will be replaced as soon as possible/practical.

Evaluation and reporting

At the conclusion of an emergency situation, an After Action and Improvement Plan shall be developed by the IMT. Each participant in the incident will be given the opportunity to give their input regarding the event through an After Action Meeting or other means. The report shall include, at a minimum, the following information relating the event:

- x A summary of action taken
- x A record of expenditures, to include both time and resources; and
- x Any recommendations for improving future emergency operations.

The information collected will be consolidated into a final After Action and Improvement Plan report, which shall be forwarded to the College President.

Insurance Processing

Any resulting damage will need to be reported to Insurance Carrier for reimbursement.

Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters and emergencies. Mitigation involves structural and non-structural measures taken to limit the impact of disasters and emergencies. Structural mitigation actions change the characteristics of buildings or the environment; examples include flood control projects, raising building elevations, and clearing areas around structures.

Current Mitigation Efforts:

- x Installation of a centrally controlled electronic card key access system for all residence halls, and in all buildings (in progress).
- x Construction of a new Public Safety Building to enhance college and emergency services (complete).
- x Currently exploring the feasibility of deploying a centrally monitored closed circuit television (CCTV) system using video surveillance cameras at key locations on the campus (in progress).
- x Construction of new Science and Learning Center with appropriate chemical storage facilities, updated ventilation systems for both chemistry and biology laboratories (in progress).

Appendices

Appendix A-1: Campus Evacuation and Closure Plan

The Campus Evacuation and Closure Plan outlines the fundamental elements required to conduct efficaciously a scalable evacuation and/or closure of Curry College facilities. Scalable from one facility or section of that facility to the entire campus.

The primary emergencies envisioned by this plan are structural fires, severe weather, chemical release, medical epidemic and civil/campus disturbances.

Not included in this plan are Active Shooter and Bomb Threat Situations. Both of these situations have their own specific plans

Goals and Objectives

The major goals of this Plan are:

- x The preservation of life, and
- x the protection of property, and
- x continuity of campus operations and restoration of academic programs

The overall objective is to provide an efficient and timely response and to ensure the effective coordination and management of both on-College and off-College emergency resources involved in preparing for and responding to the situations associated with emergencies. Specifically this includes:

- x overall management and coordination of emergency evacuation operations on campus;
- x coordinating or maintaining liaison with appropriate federal, state and other local government agencies and appropriate private sector organizations on emergency evacuation response;
- x requesting and allocating resources and other related support to accomplish Emergency Evacuation Plan objectives;
- x Establishing priorities and adjudicating conflicting demands for support;
- x Coordinating inter-jurisdictional mutual aid, particularly with respect to evacuation response tasks and command structure between the Curry Incident Management Team and the Milton Police and Fire Departments.

Evacuation Criteria

An emergency or incident that may require evacuation and/or closure of facilities is a planned or unplanned event that can cause death or significant personal injury, threaten personal well-being, cause physical or environmental damage. These emergencies may shut down or disrupt individual buildings, area(s) of campus or even all school operations.

In the event of an emergency on campus, Public Safety, in conjunction with local authorities in Milton, are the first responders with the authority to order the immediate evacuation of a facility. A building evacuation will take place if certain emergency criteria are met and deemed harmful to personnel. In any case where a building evacuation is deemed necessary, all associated activities will be coordinated *via* the IMT or any outside agency that may be involved; *i.e.*, the fire or police department.

Generally, emergency response will progress from involving only campus resources, to utilizing town resources (MFD, MPD), to utilizing regional, state, and possibly even federal resources. [Incident Types are defined in the Emergency Response Manual]

Campus Closure and Evacuation

In an emergency, it may be prudent limit access to facilities on campus. This may entail closing certain facilities or the entire campus. It may also include the need to evacuate personnel (students, employees, and visitors) and select operations to alternate sites. The following Phase System will be used to coordinate the evacuation and securing of campus buildings and grounds during an emergency. The Phase System will be activated with the CMG's approval. Time frames for implementing each phase would be determined based on the available and current information, and discussed prior to the implementation of each phase.

Phase I: Partial Campus Closure

A warning is issued over the campus alert system, and from Public Safety or other college personnel, alerting the College community to the developing situation.

Ex: Partial Power Outage or Leaks in the Building

Phase II: Full Campus closure

Classes and all campus activities are canceled. Notification will be made *via* the campus alert system as to exactly what has happened. The possible need for campus closure will be clarified, along with detailed instruction as to how this evacuation is to be accomplished.

Ex: Severe weather emergency, Snow Storm or Hurricane

Phase III: Partial Campus Evacuation

Non-critical campus offices may be closed by the order of the CMG, President, or their designee. A partial evacuation of a building or portions of the campus may be ordered. Students, faculty, staff and any conference attendees may be evacuated from the effected areas to shelters on or off campus. Displaced college personnel may be allowed to leave the campus until the incident is resolved. Public Safety officers in conjunction with local Law Enforcement resources work together to secure the effected campus structures, gates and grounds and mitigate the problem.

Ex: Building Fire or Substantial Gas Leak

Phase IV: Full Campus Evacuation and/or Lockdown

Non-critical campus offices are closed by the order of the CMG, President, or their designee. Students, faculty, staff and any conference attendees are evacuated to shelters on or off campus. Remaining college personnel leave campus. Local Enforcement resources in conjunction with Public Safety officers work together to secure the effected campus structures, gates and grounds and mitigate the problem.

Ex: Active Shooter Situation

Activation of the Evacuation Plan

The Curry College President establishes the basic policies that govern the Emergency Management Organization, declares a campus emergency when required, and acts as the highest level of authority during an emergency.

The Evacuation Plan is under the direct supervision of the Crisis Management Group. The Department of Public Safety is the lead Emergency Support Function utilized for the implementation of the emergency evacuation procedures.

When an emergency arises, the Department of Public Safety and/or the CMG would activate the Evacuation Plan. The Department of Public Safety will retain control of Emergency Operations until augmented by the CMG or the appropriate external resource.

Activation during office hours

When an incident requiring building, area or campus evacuation occurs during college hours, the following should take place:

- x **If telephone services are operational:** The Public Safety Department will immediately begin calling Building Evacuation Representatives, and advise them where to report.
- x **If telephone services are not operational:** Public Safety Officers will evacuate the buildings.

Activation during non-office hours

There is a significant chance that the evacuation situations as envisioned in this Plan may occur before or after regular College office hours, or on a holiday or weekend when departments and offices may be closed.

While the structure of this Plan remains the same, its implementation may vary depending upon available resources until the proper officials are notified. Until that time, however, the individuals assuming the most responsibility will necessarily be those officials and individual of highest authority and qualifications who are available at the time. These individuals should seek to follow as nearly as possible the guidelines in this plan while simultaneously making an effort to notify superior officials of the situation so as to obtain verification of or advice on their action.

Evacuation Assembly Areas

Residence Hall Evacuation

Each residence hall has a pre-specified evacuation location/rally point [Appendix A-2B]. Residents shall proceed to these areas to be accounted for by their Building Captains. Dispersal from there, due to inclement weather or need for temporary shelter, will be directed by IMT to one of the pre-designated locations.

In the event that predesignated assembly area is not available, residents should proceed to the Curry College Student Center to be accounted for.

Evacuation of Residence Halls

The following general evacuation procedures apply to all residence halls on the Curry College Campus:

- x Whenever the fire alarms/strobes are activated residents should begin to evacuate the building immediately and reassemble at the designated location(s).

- x Prior to leaving your floor, and to the greatest degree practical, it is important to ensure that all residents are proceeding toward the emergency exits in a timely fashion.
- x Occupants on floors above the ground floor must use Emergency Exit stairwells to leave the building. DO NOT USE THE ELEVATORS!!!
- x For certain Emergencies such as a bomb threat, active shooter, or a gas leak the fire alarms/strobes may not, or should not, be used to initiate evacuation.
- x In most cases, Public Safety Officers will be initially dispatched to the residence, and will move through the building and order the occupants to evacuate.
- x Emergency Evacuation signage is posted in common areas of Curry College residences so that occupants can become familiar with the evacuation routes for their area. All students should be familiar with all primary and secondary evacuation routes from their rooms.
- x The Building Captains (RDs and RAs) are responsible to assist and direct building occupants in assigned areas to the fire exit stairwell, and confirm that all the occupants have evacuated the areas.

Academic, Administrative or Public Facility evacuation

An emergency action plan for all administrative, academic or public facility shall address emergencies that may reasonably expect in the workplace [Appendix A-2C]. Each facility has a pre-specified evacuation location/rally point. Personnel shall proceed to these areas to be accounted for by their Building Captains. Dispersal from there, due to inclement weather or need for temporary shelter, will be directed by IMT to one of the pre-designated locations.

In the event that predesignated assembly area is not available, personnel should proceed to the Curry College Student Center to be accounted for.

Evacuation of Academic and Administrative Buildings

The following general evacuation procedures apply to all academic, administrative and public buildings on the Curry College Campus:

- x After hours, and whenever the building is not normally staffed, personnel will make it known to other occupants (if any) that they are present, and where they can be located.
- x Whenever the fire alarms/strobes are activated, personnel should begin to evacuate the building immediately and reassemble at the designated location(s).
- x Prior to leaving each floor, and to the greatest degree practical, it is important to ensure that all other personnel are proceeding toward the emergency exits in a timely and safe fashion.
- x Occupants on floors above the ground floor must use stairwells to leave the building. DO NOT USE ELEVATORS!!
- x For certain Emergencies such as a bomb threat, active shooter, or a gas leak the fire alarms/strobes may not, or should not, be used to initiate evacuation.
- x In most cases, Public Safety Officers will be initially dispatched to the facility, and will move through the building and order the occupants to evacuate.
- x The Building Captains are responsible to assist and direct building occupants in assigned areas to the fire exit stairwell, and confirm that all the occupants have evacuated the areas.
- x Emergency Evacuation signage is posted in common areas of Curry College facilities so that occupants can become familiar with the evacuation routes for their area. All faculty, staff and

students should be familiar with all primary and secondary evacuation routes in their buildings.
[Refer to Appendix A-2C]

Incident Management Evacuation Priorities

Primary

- x **Life safety evacuation:** Evacuate people from hazardous or high-risk areas to safe zones.
- x **Fire suppression:** Evaluate fires or fire hazards and use resources to control and evacuate.
- x **Search and rescue:** Appoint search and rescue teams, and initiate light and heavy rescue operations.
- x **Medical aid:** Evaluate medical services available and advise rescue forces regarding the location of treatment facilities for the injured.
- x **Hazardous substance control:** Survey critical area and secure or clean up as needed.
- x **Buildings:** Evacuate, search and close damaged buildings.
- x **Communication network:** Establish a communications network using available staff and equipment.
- x **Utility survey:** Evaluate utilities. Implement partial or complete shutdown of utilities.

Secondary

- x **Supplies and equipment:** Renew flow of supplies, and equipment from outside sources.
- x **Valuable materials survey:** Identify, survey and secure valuable materials on campus.
- x **Record survey:** Identify, survey and secure all Curry College records.
- x **Academic survey:** Survey academic departments and determine requirements to being academic operations.
- x **Security:** Any emergency situation must be isolated and secured as soon as possible. As long as physical danger can be avoided, the following measures are the basic minimum:
 - o Restrict access.
 - o Clear egress routes.
 - o Establish barriers to cleared routes.
 - o Contain leaks.
 - o Suppress fire.
 - o Turn over control to security/emergency personnel.

Re-entry

When a situation appears to be under control, the Incident Commander will make a decision that re-entry is safe. Actual re-entry shall be made only with the express approval of the Director of Public Safety, county, state, or federal authorities.

Following a verified false alarm, operations may be resumed by authority of the Department of Public Safety Director. Resumption of operations following a verified actual incident may be authorized only by the Director of Public Safety or his/her designee.

Specific Procedures for Assisting Disabled Individuals

Faculty and instructors are responsible for identifying any student(s) with a disability who would need consideration and assistance during an evacuation. At least two staff members should be assigned to each

person identified with a disability to provide assistance, ensuring that the disabled person will be assisted during the evacuation.

Should the disabled person not be able use the fire exit stairwells, he or she must be escorted to the exit stairwell landing as a “Safe Point of Rescue”. The escort should remain with the disabled person at the landing to provide additional assistance. The faculty member or instructor will inform an authorized emergency responder that a disabled person is waiting for rescue on the specified floor within the exit stairwell.

Visually impaired/blind

Advise the person without sight the nature of the emergency and offer your arm for guidance. As you walk, inform the person where you are and any obstacles in your path. When you reach safety, orient them to a safe location and ask whether they need any further assistance.

Hearing-impaired/deaf

Persons who are deaf or hearing-impaired may not perceive an audible alarm. An alternative warning system should be used. Two possible methods are as follows:

- x Write a note to tell the person the situation, the nearest evacuation route and the assembly area; or
- x Turn the light switch on and off to gain attention (only if there is NOT a gas-line leak). Then indicate in writing or through gestures what is happening, and what they should do.
- x Sample script: Fire – Go out the rear door to the right and down. NOW! Meet on front lawn.

Persons using crutches/canes or walkers

In emergency evacuations, these individuals should be treated as if they were injured. Have the individual sit on a sturdy chair, preferable one with arms, and follow the procedure for non-ambulatory persons listed in the following section.

Non-ambulatory persons

Most non-ambulatory persons will be able to exit safely without assistance if they are on the ground floor. For floors above the ground level, the needs and preferences will vary. Always consult the person as to his/her preferences regarding

- x ways of being removed from the wheelchair;
- x the number of people necessary for assistance;
- x whether to move or extend extremities when lifting;
- x the need for a seat cushion or pad;
- x aftercare if removed from the wheelchair (Is a stretcher, chair or paramedic attention necessary?)

The evacuation routes for obstructions should be checked before assisting the person to the exit. Other volunteers should be delegated to bring the wheelchair. The person should be reunited with their wheelchair as soon as it is safe to retrieve it. Be aware that some people have minimal ability to move, and lifting or moving them too quickly may be dangerous to their well-being. It may be necessary for trained rescue

responders to bring the person out of the building. If this is the situation, the person must be brought to a “Safe Area of Rescue”, as outlined in the IMPACT Response Manual, to wait for assistance.

Relocation to Temporary Shelter or Off Campus Evacuation Location

Temporary Accommodation

Temporary shelter

A temporary shelter or facility will be set up in the Miller Gymnasium, the Student Center, or the Alumni Recreation Center, as designated by the IMT.

Campus Evacuation to Off-Campus Shelter

In the event of a major crisis requiring a complete evacuation of the Curry College Campus, Incident Command will coordinate with Building Captains to assure timely and coordinated evacuation to predesignated relocation areas. [Appendix A-1a].

Incident Management

The IMT will coordinate all assistance, equipment, and supplies and will direct evacuation to pre-designated off campus site or onsite temporary shelter as needed.

Building Captains. Primary Contact:

- x Assist in building evacuation
- x Utilize enrollment and personnel lists to verify names in attendance. Names of all persons unaccounted for will be immediately reported to IMT.
- x Maintain accountability for all persons from their area of responsibility.

Emergency Support Groups

Risk Management. Primary Contact: Manager of Procurement/Risk Management

- x Provide guidance and assistance in collecting and maintaining documentation for insurance records or other purposes

Building & Grounds. Primary Contact: Director of Buildings & Grounds

- x Responsible for the protection of the property, assessment of damages and restoration of normal operations.
- x Coordinate all services for the restoration of electrical, plumbing, heating, and other support systems, including structural.
- x Assess damages and make a prognosis for occupancy of the structure affected by the emergency. This information is reported up to Public Safety, who will then communicate updates to the community at large *via* the Emergency Notification Systems.

Public Safety. Primary Contact: Director of Public Safety

- x Provide direction during building evacuations, campus evacuations, and/or Shelter in Place actions
- x Provide communication with and direction to the Building Captains
- x Provide assistance to and serve as the point of contact between first responders and the Core Emergency Support Group
- x Provide emergency responders with detailed diagrams and specifications for all campuses
- x Provide incident updates from first responders to the Core Emergency Support Group and maintain contact with the EOC
- x Assist first responders with tasks such as traffic control and building access
- x Updates Emergency Notification Systems in a timely manner.

Transportation. Primary Contact: Director of Public Safety

- x Transportation of persons shall be coordinated with appropriate Department of Public Safety, Student Affairs, Academic Affairs, and Residence Life personnel for the purpose of evacuation and relocation of persons threatened or displaced by the incident

Information Technology. Primary Contact: Chief Information Officer

- x Coordinate support for all data processing resources within both the main data center and the designated recovery sites, and will provide alternative voice and data communications capability in the event that normal telecommunications lines and equipment are disrupted by the emergency.

CECC. Primary Contact: Director of the Curry Early Childcare Center

- x Responsible for the accountability of children at the Curry Early Childcare Center
- x Arrange to transport all children and staff, either through the utilization of Curry College vans or on foot, to the Temporary Shelter.
- x Report to the Emergency Operations Center with the daily attendance record and emergency numbers of parents/guardians.

Appendix A-1a: Campus Wide Evacuation and Relocation Areas

St. Pius Church

101 Wolcott Road

Milton, Mass.

POC: Fr. Ronald D. Coyne, Pastor

Ph: 857-342-9500 ext. 13

Directions:

From Mayflower gate: Left on BHR to Cushing Road (directly behind 886), take right on Cushing Road – ½ mile to church parking lot on left.

From Atherton Street gate: Left on BHR, to Wolcott Road, take right on to Wolcott Road – 2/3 mile to church on right.

Boston Baptist College

950 Metropolitan Ave.

Hyde Park, Mass.

POC: Director Ken Gillming

Ph: 617-364-3510

Directions:

From Mayflower gate: Right on BHR, through the four way of Bradlee Street, approximately ½ mile take left on Metropolitan Avenue, ½ mile the college is on the right.

Boston Police Training Academy

85 Williams Ave.

Hyde Park, Mass.

POC: Superintendent Lisa Holmes

Ph: 617-343-4955

Directions:

From Mayflower gate: Straight down Dana Ave, ½ mile take right on Washington Street, Academy is an old elementary school ¼ mile on left.

Option #2: Right out of Mayflower gate, proceed to Bradlee four way, take left on Williams Avenue, Academy is ½ mile on left.

St. Anne's Catholic Church

81 West Milton Street

Hyde Park, Mass.

POC: Stephen May

Ph: 857-342-9500

Milton High School

25 Gile Road

Milton, Mass.

POC: Jake Smith – Director of Transportation

Ph: 617-696-5040 ext. 5544

Ulin Rink

11 Unquity Road

Milton, Mass.

POC: Kevin Burchill

Ph: 617-979-3585

Trail Side Museum lots

1904 Milton Ave. (Route 138)

Milton, Mass.

POC: Director Ranger Tom Bender

Ph: 617-698-1802

Transportation:

PS has 8 passenger vans with a 12 person capacity (96)

1 passenger van has a 7 person capacity

Emergency Evacuation Plan:

Public Safety Officers will open all gates on campus (North Campus – Mayflower Gate, Alumni house gate, Atherton Street gate at Athletic Fields), (South Campus – Emergency fire gate at Milton Hall).

Vehicular and pedestrian traffic will be directed to the nearest exit by PSO's. Pedestrians will walk to the Boston Police Academy, Boston Baptist College or St. Pius Church. Vehicles will drive to Ulin Rink, Milton HS, Blue Hills reservation.

Public Safety vans: Any available driver will drive a public safety van with as many passengers as possible off campus using the closest available exit. All vans will have a list of locations to report to, including address, directions and point of contact upon arrival to a location.

Daycare – non emergency evacuation is to the ARC

POC: Erica Pierce

617-333-2341

55 Children (ages 3 months to 5 years)

12 FT Staff

17 College students

84 Total

Appendix A-1b: Residence Hall Emergency Evacuation Locations/Rally Points

156 House

The South Campus Resident Hall/156 House Parking lot. **OR** Sidewalk at the South Campus Resident Hall rear door.

874 Brush Hill Rd.

Drive way and garage area of 874 Brush Hill Rd.

886 Brush Hill Rd.

Grass island/circle in the front of 886 Brush Hill Rd.

Bell Hall

Lower parking lot of Bell Hall.

Brown House

The front lawn of Brown House.

Green House

The front lawn of Green House.

Grey House

The front lawn of Brown House.

Lombard Hall

The front lawn of State House.

Main House

PAL parking lot.

Mayflower Hall

Grass island/circle in the front of Mayflower Hall.

Milton Hall

Front lawn of Milton Hall

North Campus Resident Hall

Sidewalk and grass area facing Mayflower Hall.

North Hall

Hafer Academic parking lot.

Rose Hall

Side lawn of Rose Hall.

Scholars Hall

Scholars Hall parking lot.

South Campus Resident Hall

Grass island/circle in the front of South Campus Resident Hall.

State House

Front lawn of State House.

Suites

Grass area and walk way leading to White House and Cottage.

White House

Side lawn to the left of entrance of White House.

Appendix A-1b: Residence Hall Emergency Evacuation Locations/Rally Points

As part of “the Program”, Curry College is currently updating the following to ensure compliance with 29 CFR 1910.157 and ensure the safety of employees, students, and visitors in emergency events:

- **Written emergency action plans for each pertinent facility.** An emergency action plan must be in writing, kept in the workplace, and available to employees for review. An emergency action plan must include at a minimum:
 - Procedures for reporting a fire or other emergency;
 - Procedures for emergency evacuation, including type of evacuation and exit route assignments.
 - Floor plans or facility maps which clearly indicate:
 - 9 Building name and location
 - 9 Orientation of the building
 - 9 Building footprint
 - 9 Evacuation routes by floor
 - 9 Fire pull box locations
 - 9 Fire extinguisher locations
 - 9 Building evacuation assembly areas
 - Employees should be instructed to move away from the exit discharge doors of the building, and to avoid congregating close to the building where they may hamper emergency operations.
 - Procedures for Building Captains specific to each building.
 - Procedures to be followed by employees who remain to operate critical plant operations before they evacuate;
 - Procedures to account for all employees after evacuation;
 - Detailed description of rescue and medical first aid duties to be performed and by whom. All employees are to be told what actions they are to take in these emergency situations that the employer anticipates may occur in the work places; and
 - The name or job title of every employee who may be contacted by employees who need more information about the plan or an explanation of their duties under the plan.
- 9 **Employee alarm system.** An employer must have and maintain an employee alarm system. The employee alarm system must use a distinctive signal for each purpose and comply with the requirements in §1910.165.
- **Training.** An employer must designate and train employees to assist in a safe and orderly evacuation of other employees.
- **Review of emergency action plan.** An employer must review the emergency action plan with each employee covered by the plan:
 1. When the plan is developed or the employee is assigned initially to a job;
 2. When the employee’s responsibilities under the plan change; and

3. When the plan is change, Facilities Requiring EAP

- ☐ AAPC
- ☐ PAL
- ☐ Hafer
- ☐ Kennedy
- ☐ Levin Library
- ☐ Learning Commons
- ☐ Radio Station
- ☐ Miller Field House
- ☐ Admission Office
- ☐ B&G
- ☐ King
- ☐ 65A Atherton
- ☐ 65B Atherton
- ☐ 1016
- ☐ Faculty Building
- ☐ President's Office
- ☐ Public Safety Office
- ☐ ARC
- ☐ Alumni House
- ☐ CECC
- ☐ Student Center

Appendix A-2: Active Shooter Incidents

Policy

In the presence of an active shooter in a Curry College, staff are empowered to use the following integrated response philosophy:

- x **LOCATE:** Identify and communicate the location of the intruder/shooter.
- x **LOCKDOWN:** Lockdown and restrict access to an area.
- x **LEAVE:** Be able to easily and safely exit the building.
- x **LIVE:** As an absolute last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter.

Definitions

Active Shooter: For purposes of this policy an active shooter is defined as a person or persons actively engaged in killing or attempting to kill people on campus. In most cases active shooters use a firearm(s), and display no pattern or method for selection of their victims. In some cases active shooters use other weapons (bladed weapons, vehicles, or any tool that in the circumstance in which it is used constitutes mass-casualty deadly physical force) and/or improvised explosive devices to cause additional victims, and act as an impediment to police and emergency responders. These improvised explosive devices may detonate immediately, have delayed detonation fuses, or detonate on contact. Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Because Active Shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an Active Shooter situation.

Lockdown: The facility perimeter doors are secured to restrict access into the building during an emergency event.

Stand down: A relaxation from a state of readiness or alert indicating the immediate crisis has passed.

Administrative lockdown: In the event of a public safety emergency that may be taking place around the campus, it may be necessary to restrict access in and out of the college. Public Safety personnel would be placed at specific entrances to facilitate this process.

Family Information Center: A safe area where family members of those involved in the event can be taken to while awaiting information regarding their family members.

Family Assistance Center: A center activated by MEMA and other local, state, federal and private partners designed to assist victims and their family with multi-layered support services during the event and during the demobilization and recovery process.

LOCATE–LOCKDOWN–LEAVE–LIVE: An integrated philosophy for response. Locate, Lockdown, Leave, Live is designed to empower staff to use any and all the options during an active shooter incident.

Psychological First Aid (PFA): This is an evidence-informed, modular approach used by mental health and disaster response workers to help individuals of all ages in the immediate aftermath of disaster and terrorist acts. PFA is designed to reduce the initial distress caused by traumatic events, and to foster short- and long-term adaptive functioning and coping.

Mass Casualty Incident (MCI): An MCI is defined as one in which the number of people killed or injured in a single incident is large enough to strain or overwhelm the resources of local EMS providers. Types of incidents that can produce mass casualties include, but are not limited to the following: multiple vehicle collision, building collapse, mass-transit accident, carbon monoxide emergencies, HAZMAT incidents, weapons of mass destruction incidents, multiple-shooting victims, and chemical exposures.

Procedure

*NOTE: The initiation of 911 calls presents itself on a number of different occasions throughout this document. It is critical for **all** staff members to initiate a 911 call, regardless of the risk of repetition, to local authorities. In all cases a 911 call should include the following information presented to local police as applicable/available:*

- x The name of the building
- x The number of shooters
- x A description of the shooter(s)
- x The number of victims
- x The exact location of the shooter
- x The type and number of weapons (gun, knife, bomb)
- x Your exact location.

Responding to an Active Shooter

LOCATE–LOCKDOWN–LEAVE–LIVE: The components of this response system should be used in conjunction with each other and not as a single response – you should be ready to use them all. When **Leaving**, be looking for spaces to **Lockdown**; when in **Lockdown** be prepared to **Leave** and/or **Live**. This is a system of empowerment. There is no specific order to the different choices; you choose the option that best fits your particular situation.

1. Any employee who identifies an active shooter or potential shooter situation will:
 - a. Call the college security number and announce “**Active Shooter**” (along with the exact location of the incident, if known). When possible, announce “**LOCKDOWN-LEAVE-LIVE**” three times from the campus address system.
 - b. Call 911 and report an active shooter on campus. Provide the following information, if known:
 - The name of the location
 - The number of shooters;
 - A description of shooter(s);
 - The number of victims;
 - The exact location of the shooter;
 - The type and number of weapons (gun, knife, bomb); and,
 - Your exact location.
 - c. In addition, announce: “We have an active shooter on campus”; or “Reports of gunshots fired”; or “We have a person with a gun threatening to shoot.”

2. Quickly determine the most reasonable way to protect your own life. Students and visitors are likely to follow the lead of staff and administration during an active shooter situation. Rendering aid can be as simple as rallying likely victims to “FOLLOW ME”, or aiding non-ambulatory persons and performing immediate first aid in locked-down safer areas.
3. **LOCATE, LOCKDOWN, LEAVE, LIVE.**
 - Public safety upon notification will act as follows:
 - a. Overhead page if possible “**Active Shooter** (and the location, if known) – **LOCKDOWN-LEAVE-LIVE**” three times, as well as sending out a mass notification alert.
 - b. Call 911 and report an active shooter at the college. The following information should be provided, if known:
 - The name of the college
 - The number of shooters
 - A description of the shooter(s)
 - The number of victims
 - The exact location of the shooter
 - The type and number of weapons (gun, knife, bomb)
 - Your exact location.
 - c. Communicate available information to the site Security/Public Safety Officers.
 - d. Notify appropriate leadership and the Administrator on Call.
 - The first Security/Public Safety Officer to arrive on the scene will act as follows :
 - a. Assess the situation.
 - b. With the assistance of other security personnel, lock down and secure the area if not already completed.
 - c. Call 911 and relay the following information, if known:
 - The name of the building
 - The number of shooters and/or shots fired
 - A description of shooter(s)
 - The number of victims
 - The exact location of the shooter
 - The type and number of weapons.
 - d. Escort the law enforcement leader/responding law enforcement Incident Commander to the college Incident Command Center, and provide them with pertinent emergency response information such as staging areas, floor plans, utility information, key contact information, keys and/or codes, and any other information as available that is needed by responding officials.

- Quickly determine the most reasonable way to protect your own life. Students and visitors are likely to follow the lead of employees and managers during an active shooter situation. LOCATE, LOCKDOWN, LEAVE, LIVE.
- **Notify:** 911 should be called only when in a safe place to do so. Give the 911 operator the following information, if known:
 - f* The name of the building
 - f* The number of shooters and/or shots fired
 - f* A description of shooter(s)
 - f* The number of victims
 - f* The exact location of the shooter
 - f* The type and number of weapons.

LOCATE

LOCATE AND NOTIFY: Identifying and communicating to everyone in a timely manner that there is an active shooter is crucial. Time is of the essence, and every second counts. Once the suspect is **Located**, his/her position must be relayed to everyone in the building as quickly and efficiently as possible. In doing so, people can make the best and most informed decision to **LOCKDOWN, LEAVE, and LIVE**.

1. **Warn** other staff, visitors and students to take immediate shelter.
 - Shout out to others, and
 - Give direction; tell people where to go or what to do.
2. **Inform:** When it is safe, call 911 and give the following information as available:
 - The number of shooters
 - A description of shooter(s) if known
 - The number of victims
 - The exact location of the shooter
 - The type and number of weapons, if known (gun, knife, bomb)
 - Your exact location

*If you can't speak, leave the line open.
3. **Assist:** Check the area for person(s) with mobility issues, physical and/or cognitive impairments, and those with limited English proficiency who will require assistance with taking shelter. Provide necessary immediate first aid in safe and secure areas.
4. In addition to the above:
 - Move away from the active shooter or the sound of gunshot(s) and/or explosions only if safe to do so.
 - Collaborate with others, and work as teams to most efficiently make critical decisions.

LOCKDOWN

If **LEAVING** is not a safe option, find a place to **LOCKDOWN**. Seek a place with few or no windows; a place where the shooter is less likely to find you. Seek shelter in a locked room if possible, and stay out of the shooter's view.

1. If you are in a secure space, **STAY THERE** unless circumstances change and the space becomes unsafe or unsecure.
2. Regardless of the location, lock and barricade doors with heavy items or items that can be used as door wedges; and close window blinds and block windows.
3. If the door is operated by a hydraulic hinge, tie the hinge shut with ropes, belts or tape to prevent it from operating properly.
4. Doors that open out into the hallway must be tied off or secured from inside with belts, computer cables, telephone cords or ropes.
5. If the door has a window, cover it if you can.
6. Remain silent, or as quiet as possible.
7. Turn off lights.
8. Silence cell phones. Turn off radios and other devices that emit sound, such as televisions and computers.
9. Identify items in the immediate vicinity that can be used as self-protective devices.
10. Direct visitors or others in your view to seek shelter. Stay out of sight and take adequate cover/protection (concrete wall, thick desk, filing cabinets, *etc.*).
11. If the room has windows, take a position as low as you can and away from the windows, to avoid being shot at through the window and/or injury from shattered glass.
12. DO NOT leave a safe position.
13. DO NOT open the door to any voice commands unless you are confident it is safe to do so.
14. Wait until you are sure the Police/Public Safety is present before opening the door. If you are unsure, wait until you receive confirmation. Call 911, report that someone is at your door, and ask for confirmation. Never open the door or leave a safe location until you are certain it's all clear.
15. Call 911 when possible to alert police to the shooter's location. If you cannot speak, leave the line open to allow the dispatcher to listen. If you can speak, provide the dispatcher with any helpful information such as the following:
 - Your location
 - The name of the building
 - The number of shooters
 - A description of the shooter(s) if known
 - The number of victims
 - The exact location of the shooter
 - The type and number of weapons, if known (gun, knife, bomb)
 - Your exact location

- Anything the shooter/s said that was noteworthy.

16. Remain in your secure location until you hear the “Stand Down” or “All Clear” announcement.

LEAVE

1. If there is a safe and easily accessible external escape path, **leave** the area regardless of whether others agree to follow.
2. If in an open or unsecure space, immediately **leave** that area by either exiting the building completely or moving into a place that can be locked and secured.
3. **Leave** your personal items behind.
4. Stay alert and look for appropriate cover locations to hide in or behind momentarily as you are **leaving** the affected area.
5. When **leaving** the area, run in a zigzag or serpentine unpredictable pattern. Plan your escape route. Run in short bursts from one area of cover to another. Objects that make the best cover are brick walls, large trees, retaining walls, parked vehicles, and any other object that may prevent penetration of firearm ammunition.
6. Avoid elevators.
7. Look for escape routes, including physically accessible routes for students, visitors, or staff with disabilities, and others with access and functional needs.
8. Once outside, keep your hands visible at all times and follow instructions of law enforcement.
9. Do not attempt to move wounded people.
10. Call 911 when you are safe.

LIVE

This final component, LIVE, is “the Last Resort”. You should NOT leave a safe place to go and take matters into your own hands – leave that job to the Police and Public Safety personnel. As an absolute last resort, and only when your life is in imminent danger should you attempt to disrupt and/or incapacitate the active shooter by the following means:

- x Act as aggressively as possible against him/her.
- x Throw items such as chairs, bags, large objects and improvised weapons such as fire extinguishers, etc.
- x Make the best use of strength in numbers.
- x Always have a plan.
- x Keep focused on their weapon.
- x Be 100% committed to fighting the individual.
- x Do anything to SURVIVE.

Other Considerations

- x Identify safe areas in each building before an incident occurs where staff, students, and visitors may safely barricade themselves during an event.
- x Barricade areas where students, visitors, faculty and staff are located.

- x Nobody should enter the area until it has been declared safe to do so by responding law enforcement leadership.

When Law Enforcement Arrives on the Scene

1. The primary goal of the law enforcement rapid response team is to locate and stop the person believed to be the active shooter as quickly as possible. Police officers responding to an active shooter are trained to proceed immediately to the area in which shots were last heard in order to stop the shooting. The first responding officers may be in teams; they may be dressed in normal patrol uniforms; or they may be wearing external ballistic vests and Kevlar helmets or other tactical gear. The officers may be armed with rifles, shotguns and handguns.
2. The first officers to arrive at the scene will not stop to help injured persons. Expect rescue teams composed of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises. Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. **Do not leave until law enforcement authorities have instructed you to do so.**
3. When police officers respond, it is imperative that employees do the following:
 - a. Remain calm, and follow officers' instructions. Instruct other occupants of the building (visitors, students, family, volunteers, vendors, etc.) to do the same.
 - b. Put down any items in your hands (e.g., bags, jackets).
 - c. Immediately raise hands over your head and spread your fingers.
 - d. Keep hands visible, empty with open palms at all times.
 - e. Avoid making quick movements toward officers, such as attempting to hold on to them for safety.
 - f. Avoid pointing, screaming and/or yelling.
 - g. Do not stop to ask officers for help or direction when evacuating – just proceed in the direction from which officers are entering the area.
4. Responding law enforcement officers will do the following:
 - a. Immediately engage or contain the active shooter(s) in order to stop the threat.
 - b. Identify other threats such as improvised explosive devices.
 - c. Identify victims to facilitate medical care, interviews and counseling.
 - d. Investigate.
5. Campus security officers will do the following:
 - a. Security will provide the following information to responding law enforcement:
 - The number of shooters
 - The number of individual victims, and any hostages
 - The number and location of any person(s) known or believed to be in lockdown
 - The type of problem causing the situation

- The type and number of weapons possibly in the possession of the shooter
 - Details of all individuals still in the area
 - Identity and description of participants, if possible
 - Keys and floor plans for all areas involved
 - Locations and phone numbers in the affected area.
- b. Security will meet responding police and escort them to the incident and the Incident Command Center. They will do the following:
- f* Assign additional staff to control access to the area as directed by the police.
 - f* Identify witnesses, separate them from one another, and escort them to separate rooms to wait for police interview.
 - f* Follow the directions of law enforcement once the police arrive and assume jurisdiction over the incident (even if asked to leave the area).
6. The College will activate their Safety Team and
- a. Prepare a list of students, faculty, or staff known to be in the area of the incident.
 - b. Designate an Administrative Liaison to work with the police and fire departments in the Unified Command Center.
 - c. Provide floor plans for use by responding law enforcement authorities, if not already provided by security staff.
 - d. Plan for a situation that may take several hours to resolve. While the violence may be over quickly, there may be an extensive crime scene over a wide area and over an extended period of time.
7. Marketing/Public Relations will do the following:
- a. Establish a media center in a designated location away from the college and the location of the incident.
 - b. Establish a call-in line for family members who learn of the incident by the media or other means.
 - c. Work with internal and external partners to establish a Family Assistance Center.
8. All arriving family members of those involved in the incident will be sent to the Family Information Center, located away from the public and the media.
9. Staff, visitors, and students will be kept away from the area until the situation is fully resolved. Once law enforcement command leaders announce a resolution of the situation, a decision will be made on the best process to establish an "All Clear".

Recovery – After an Active Shooter Incident

It is important to note that once the active shooter is apprehended or incapacitated, the situation and the location will be an active crime scene. Nothing should be touched unless it involves tending to the wounded. After the active shooter has been incapacitated and is no longer a threat, human resources and/or management will engage in post-event assessment and activities, including, but not limited to the following:

1. Accounting for all individuals at one or more designated assembly points to determine who, if anyone, is missing or potentially injured;
2. Coordinating with first responders to account for any students, visitors, and staff who were not evacuated;
3. Determining the best methods for notifying families of individuals affected by the active shooter, including notification of any casualties. This must be done in coordination with law enforcement.
4. Contacting the Massachusetts Department of Public Health Regional Emergency Management Coordinator to activate the State Family Assistance Center, if applicable;
5. Assessing the behavioral health of individuals at the scene. Providing on-site assistance and referrals to victim resources, interpreter services, the Employee Assistance Program and spiritual care resources, including those with physical and psychological disabilities; and collaborating with other providers to provide Psychological First Aid for individuals impacted by the event;
6. Collaborating with first responder teams, primary and emergency health care, incident crisis response teams, faith-based organizations, community emergency response teams, the Medical Reserve Corps, the Citizen Corps, the Department of Defense Disaster Mental Health Response teams, and other disaster relief organizations, including but not limited to the Department of Justice and the FBI's Office for Victim Assistance;
7. Preparing and activating an Employee–Family Unification Plan, communicating this to employees, and providing a safe place away from the media to facilitate its execution;
8. Identifying and filling any operational or critical personnel gaps left in the organization as a result of the active shooter;
9. Determining when to resume full services. The response and recovery from an Active Shooter event will likely result in an evolving situation, and require plans for altering daily activities for an extended period of time;
10. Coordination (by the Risk Manager) of information-sharing and release of information to any and all parties through the Corporate Risk Management department and the Campus Public Relations Department (media, regulatory agencies, *etc.*);
11. Completion of all written reports required by Curry College policies and procedures and regulatory bodies.

Appendix A-3: Responding to Bomb Threats

Across the country, colleges and universities are being asked to change their mindset regarding how they initially react to a bomb threat. This section offers guidance on how to prepare and respond to a bomb threat.

In most states it is “unlawful for any person to threaten to bomb or otherwise injure any public or private building ... or to communicate or repeat any information concerning such a threatened bombing or injury, knowing such information to be false and with intent to alarm the person or persons to whom the information is communicated or repeated.”

Most bomb threats are received by phone, but threats have also been posted on social networking sites, or delivered *via* other media. Bomb threats are serious until proven otherwise. If a bomb threat is received – whether *via* a single call, robo-call, handwritten note, text message, social media post, or other medium – there are several things to consider.

Every bomb threat is unique, and should be handled in accordance with the needs of the facility.

Preparation and Prevention

In preparing to cope with a bomb incident, it is necessary to develop two separate but interdependent plans.

- x Physical Security Plan
- x Bomb Incident Plan

The Physical Security Plan provides for the protection of property, personnel, facilities, and materials against unauthorized entry, trespass, damage, sabotage, or other illegal or criminal acts. The physical security plan deals with prevention and control of access to the building. In most instances, some form of physical security may already be in existence, although not necessarily intended to prevent a bomb attack.

The Bomb Incident Plan provides detailed procedures to be implemented when a bomb attack is executed or threatened. In planning for the bomb incident, a definite chain of command or line of authority must be established. Only by using an established organization and set of procedures can the bomb incident be handled with the least risk to all concerned. A clearly defined line of authority will instill confidence and avoid panic.

- x Curry College should develop an overall response plan in conjunction with police, fire, emergency response teams and town officials should a bomb threat be received.
- x The Emergency Preparedness and Response Committee (EPRC) is responsible for formulating a bomb threat response plan should an incident occur. The plan should identify designated specific roles and responsibilities for college staff (Professors, Administrators, and custodial staff well acquainted with college premises). Police, fire and EMS representatives should also be part of the committee.
- x Public Safety Response Protocols
 - o All Stakeholders should meet and establish a Unified Command. Develop clear-cut primary and alternate levels of authority, and who is authorized to make decisions. There should be a clearly defined response plan for all agencies. Designate roles and responsibilities.
 - o Unified Command should comprise:
 - Police, school, fire, EMS representative, local government officials, Emergency Preparedness Coordinator, Bomb Squad

- The Unified Command Emergency Operations Center should be identified for both on-site and off-site emergencies.
- Search teams and search team procedures should be identified, and a training plan developed.
- x Development of an Evacuation Plan
 - Evacuation routes should be identified.
 - Evacuation locations should be pre-determined.
- x Development of a Transportation Plan
 - When will the students, professors and faculty be allowed back on campus or into specific buildings?
- x Development of a Threat Assessment Protocol
- x Conduction of a Security Audit or Vulnerability Assessment of the facility, which should entail:
 - Review of Security Policy and Procedures
 - Focusing on: staff and visitor policies; ID and check-in procedures; vehicle access controls; training; lockdown procedures; public safety information-sharing and relations; and review of existing emergency and contingency plans, emergency contact procedures and communications policies.
 - Review of Operational Policy and Procedures
 - f* This involves a review of existing security systems, including locks, doors, points of access, and electronic monitoring and surveillance systems. It is also important to understand how security systems are monitored, and the college's policies regarding reporting of incidents.
 - A tour of the facility is required to identify potential weaknesses and review any history of past incidents. This will include a review of the layout, physical security measures, and operating procedures.
- x Communications
 - Bomb threats are received most commonly by
 - phone call;
 - verbal communication;
 - mail (post);
 - email.

Development of specific policies and procedures for each one of these communication mediums is imperative.
 - Evacuation orders and all-clear orders:
 - Who has the authority to give these orders?
 - When will the students, professors and faculty members be allowed back into the school?
- x Building and facilities considerations. The following should be available:

- A complete set of master keys, coded to rooms and corresponding with a printed key list
- Blueprints and floor plans, or a site map of the building
- Video, photographs or CD depicting building the interior and exterior
- Procedures determined for accessing/shutting off and reactivating utilities.
- x **All-Hazard Plan.** The College should have such a plan. The Bomb Threat Response Plan should be part of the All-Hazard Plan.
- x **A Bomb Threat Program** should be instituted which clearly outlines the state laws and penalties associated with calling-in of bomb threats. Students should be instructed on the law related to bomb threats, even when they are hoaxes.
- x All stakeholders should be assembled to conduct a yearly review of emergency plans and procedures.
- x Training, drills and table-top exercises should be conducted to test and evaluate the response plan.

The perpetrator may be making a bomb threat to:

- x stretch resources. They could be a diversion tactic to spread resources so another crime can be committed somewhere else.
- x test initial responses. The perpetrator may want to look at who responds, how they respond, and the response time.
- x draw a target, or targets, out into the open;
- x draw everyone to a location where it was easier to plant a bomb. (Is there an actual device or devices outside – in a car, perhaps?)
- x simply threaten. Most of the time it's just that: a threat. If the perpetrator wants mass casualties, he or she will not warn about a device.

Responding to a Bomb Threat

A Threat Assessment should be conducted, and appropriate actions executed as outlined in the Bomb Threat Response Plan.

A Threat Assessment is a fact-based process relying primarily on an appraisal of behaviors to identify potentially dangerous or violent situations, and address them.

The Threat Assessment is the most important step when responding to a bomb threat. It will determine what other actions to take, including the level of public safety response, the scope of the search, and whether or not to evacuate the building(s) or to dismiss school. Each incident is unique, and all circumstances must be evaluated by the police/fire/college assessment team. All threats must be carefully evaluated.

What is a threat? A threat is a concerning communication or behavior that suggests a person may intend to harm someone else. The threat may be spoken, written, or gestured, and is considered a threat regardless of whether it is observed by or communicated directly to the target of the threat, or observed by or communicated to a third party; and regardless of whether the target of the threat is aware of the threat existing in any fashion, whether orally, visually, in writing, or electronically.

Types of threats

There are four types of threats: direct, indirect, veiled, and conditional.

- x **A direct threat** identifies a specific act against a specific target, and is delivered in a straightforward, clear, and explicit manner.
- x **An indirect threat** tends to be vague, unclear, and ambiguous. The plan, the intended victim, the motivation, and other aspects of the threat are masked or equivocal.
- x **A veiled threat** is one that strongly implies, but does not explicitly threaten, violence.
- x **A conditional threat** is the type of threat often seen in extortion cases. It warns that a violent act will happen unless certain demands or terms are met.

Risk level of threats

- x **A low-risk threat** is one in which the person/situation does not appear to pose a threat of violence, and any underlying issues can be resolved easily.
 - o Low-risk threats lack realism and pose a minimum risk to the victim and/or public safety. The probable motive is to cause disruption.
 - o The threat is vague and indirect.
 - o Information in the threat is inconsistent, implausible, or lacks detail.
 - o The caller is definitely known and has called numerous times.
 - o The threat was discovered instead of delivered (*e.g.*, a threat written on a wall).
- x **A medium-risk threat** is one in which the person/situation does not appear to pose a threat of violence at this time, but exhibits behaviors that indicate a continuing intent to harm, and potential for future violence.
 - o A medium-risk threat has an increased level of realism, and could possibly be carried out, although it may not appear entirely realistic.
 - o The threat is direct and feasible.
 - o Wording in the threat suggests that the perpetrator has given some thought as to how the act will be carried out.
 - o The threat may include indications of a possible place and time.
 - o There is no strong indication that the perpetrator has taken preparatory steps, although there may be some indirect reference pointing to that possibility.
 - o There is indication that the perpetrator has details regarding the availability of components needed to construct a bomb.
 - o There is increased specificity to the threat (*e.g.* “I’m serious!”, or “I really mean this!”)
- x **A high-risk threat** is one in which the person/situation appears to pose a threat of violence, exhibiting behaviors that indicate both a continuing intent to harm and efforts to acquire the capacity to carry out the plan.
 - o A high-risk threat is specific and realistic, and appears to pose an immediate and serious danger.
 - o The threat is direct, specific, and realistic, and may include names of possible victims, specific times, or location of the device.
 - o The perpetrator provides his/her identity.
 - o The threat suggests concrete steps have been taken toward carrying out the threat.

- The perpetrator makes statements indicating they have practiced with a weapon, or have had the intended victim(s) under surveillance.
- x **An imminent threat** exists when the person/situation appears to pose a clear and immediate threat of serious violence toward others which requires containment and action to protect identified target(s).

Threat assessment

Factors that should be considered in a Threat Assessment are as follows:

Specific details are a critical factor in evaluating a threat. Details can include the identity of the victim or victims; the reason for making the threat; the means, weapon, and method by which it is to be carried out; the date, time, and place where the threatened act will occur; and concrete information about plans or preparations that have already been made.

Specific details can indicate that substantial thought, planning, and preparatory steps have already been taken, suggesting a higher risk. Similarly, a lack of detail suggests the suspect may not have thought through all of the contingencies.

- x Details that are specific but not logical or plausible may indicate a less serious threat.
- x The emotional content of a threat can be an important clue to the suspect's mental state.
- x Precipitating stressors are incidents, circumstances, reactions, or situations that can trigger a threat.

Goals of a bomb threat: Motivation and goals for making a bomb threat usually fit one of two types:

- x **The hoax caller:** The most frequent goal is to create an atmosphere of panic and anxiety, which it is hoped will disrupt normal activities or operations at the location where the explosive device is alleged to be placed.
- x **The credible caller:** The caller has a definite knowledge, or believes that an explosive device has been or will be placed, and he/she wants to warn of the threat to minimize personal injuries or property damage. The caller may be the person placing the bomb, or someone who has become aware of information they believe to be credible.

Receiving the Threat

Telephone threat

When a telephone bomb threat is received, either someone has actual knowledge that a device has been planted, or a prankster wishes to disrupt an operation. Noting what is said and how it is said during a bomb-threat call can help determine which of these reasons is true.

The person receiving the call may be the only person to ever have contact with the potential bomber. This is why bomb-threat procedures must address the need for training persons most likely to receive a bomb-threat call.

When a bomb threat is received, the receiver must know what to do and how to do it, or valuable information will be lost.

- x Notify the **Threat Assessment Team**
 - College Threat Assessment Teams shall be headed by Director of Public Safety. Other college staff may serve on the team and/or be consulted during the threat assessment process, as appropriate, or as determined by the Threat Assessment Team.

- College Threat Assessment Teams should include persons with expertise in counseling, instruction, college administration, and law enforcement.
- x **Proper training** provides the person with the skills to pick out important facts:
 - Listen closely to the voice for gender (male, female), voice quality (calm, excited), accents, and speech impediments. Immediately after the caller hangs up, report the threat to the person designated by management to receive such information.
 - Signaling another employee to listen in on the call should be worked out in advance where working arrangements allow observation.
 - The second person concentrates on the characteristics of the caller and any background noises. The receiver of the call concentrates on the exact words of the caller.
 - The receiver must try to keep the caller on the phone as long as possible to allow time to recognize background noises and gain additional information.
 - The caller should be informed that the building is occupied, and the detonation of a bomb could result in death or serious injury to many innocent people.
 - The receiver should ask the caller for specific information as shown on the DHS form (Bomb Threat Checklist.) If the caller describes what it looks like, how it operates, and its general characteristics, this is known as a *descriptive bomb threat*.
 - A descriptive bomb threat is probably real. The receiver must document the exact wording of the threat.
 - The receiver must note all of that information. If the person receiving the call only indicates that a bomb threat was received, an important investigative tool and important information is lost.
 - The receiver should remain available, as law enforcement personnel will want to interview them.

As part of the Bomb Threat Plan, a bomb-threat checklist is developed to be placed near Emergency Management Guide.

Letter threat

A bomb threat received by letter or in another form of writing should be retained, along with the envelope itself. Once the person opening the letter realizes what it is, they should contact the police immediately. The person opening the letter should handle the document as little as possible, to protect it as a possible evidence exhibit.

Verbal threat

If someone makes a verbal threat and then leaves, the receiver should

- x immediately notify Administrators and Public Safety Personnel;
- x note the direction the suspect leaves in;
- x note their mode of transportation;
- x Note the subject's physical description, race, hair, eye, height, weight, distinguishing characteristics.

Email threat

Email is becoming an increasingly frequent source of harassing communication. Although email is not very private, experienced persons can create email accounts under fictitious names, and use public computers to send it; so while anonymity is not the rule, it is possible. As a result, the medium does have the potential for use in a bomb-threat scenario. A person receiving a bomb threat *via* email should immediately contact the Police, and the message should not be deleted.

- x Leave the message up on the screen.
- x Print, photograph or copy the message and subject line.
- › Note the date and time.

Once the Threat is Received

The most serious of all decisions to be made by the Administration in the event of a bomb threat is whether to evacuate the building. In many cases, this decision may have already been made during the development of the Bomb Incident Plan. The Administration may pronounce a policy that in the event of a bomb threat, total evacuation will be effective immediately. This decision circumvents the calculated risk and demonstrates a deep concern for the safety of personnel in the building. However, such a decision can result in costly loss of time. Essentially, there are three alternatives when faced with a bomb threat:

- x Ignore the threat.
- x Evacuate immediately.
- x Search and evacuate if warranted.

Ignoring the threat completely can result in some problems. While a statistical argument can be made that very few bomb threats are real, it cannot be overlooked that bombs have been located in connection with threats. If students, staff and parents learn that bomb threats have been received and ignored, it could result in morale problems and have a long-term adverse effect on the college. There is also the possibility that if the bomb threat caller feels that he/she is being ignored, he/she may go beyond the threat and actually plant a bomb.

Evacuating immediately on every bomb threat is an alternative that on face value appears to be the preferred approach. However, the negative factors inherent in this approach must be considered. The obvious result of immediate evacuation is the disruptive effect on the college. If the bomb-threat caller knows that your policy is to evacuate each time a call is made, he/she can continually call and force the institution to a standstill. An individual who knows that the policy is to evacuate immediately may use a bomb threat to avoid a class or miss a test. Also, a bomber wishing to cause personal injuries could place a bomb near an exit normally used to evacuate, and then call in the threat.

Initiating a search after a threat is received, and evacuating a building after a suspicious package or device is found, is the third, and perhaps most desired, approach. It is certainly not as disruptive as an immediate evacuation, and will satisfy the requirement to do something when a threat is received. If a device is found, the evacuation can be accomplished expeditiously while at the same time avoiding the potential danger areas of the bomb.

Searching

The following guidelines should be followed in conducting a bomb search in a building or an automobile. Start outside and work inwards, and when searching start at lowest level. The following areas should be searched:

- x **Exterior:** The exterior search begins at the ground level. Close attention should be given to piles of leaves and refuse, fresh dirt or disturbed mulch, shrubbery, trees, flower boxes, trashcans, manholes, sewers, building ledges, and parked vehicles (described below).

- x **Public area search:** Extended outward from the building to some natural divider (curb or wall, usually 25 to 50 feet); and
- x **Interior room search.**

Prompt launch of the search

- x Simultaneous assessment and search should be initiated.
- x People who work in the area will conduct the initial search; they will know if anything is out of place. To initiate the search, evaluate the manpower available and assign search areas. Document the names of search personnel. Remind them to review search procedures and to report back to the Emergency Operations Center immediately if a suspicious item is found during, or at completion of, search.
- x The depth and nature of the search can vary based upon the threat assessment and information updates as applicable, working with local law enforcement.
- x If something is found, **do not touch it**. Secure the area and notify a supervisor.

Search technique

An initial search by administrative personnel can be made to in response to student suspicion. This search is made to deter the interruption of school operation.

Selecting search teams: People who are knowledgeable of certain areas of the building should be selected.

Use two-person search teams if possible, and follow these steps:

- x Using professors and administrators to search their own areas is the best method for a rapid search, due to them being familiar with what does or does not belong in a particular area.
- x Search logical bomb areas first: restrooms, stairwells, office areas, boiler room, *etc.*
- x Enter the room, close your eyes, and listen for any ticking sounds or clockwork mechanisms.
- x Divide the area and select a search height (see picture above). Start from the bottom and work up.
- x Start back-to-back with another search-team member, and work around the room toward each other.
- x Go around the walls and proceed toward the center of the room.
- x Place a piece of tape across the outside doorjamb, or mark with chalk in a conspicuous manner when search is complete.
- x Relay search information by phone to the Emergency Operations Center.
- x It is important to remember that a bomb can be placed anywhere; therefore, a complete search should be made. Depending on available time, make as complete a search as possible.
- x Report back to the Emergency Operations Center when the entire search is complete, or a suspicious item is found.
- x IF A BOMB OR SUSPICIOUS DEVICE IS FOUND, IT SHOULD NOT BE TOUCHED. Report the device to your supervisor or building manager. The handling of bombs and bombing investigation is solely an official police function. At no time should the college staff or personnel try to touch or move a bomb, suspected device or package. The role of the college staff is to help the police find the bomb, and to evacuate all students and staff.

- x When the police enter the building, they will need trained personnel who are familiar with the facility to direct them quickly to a potentially suspicious device or package, or accurate floor plans that can mark the device's exact location.
- x All search personnel should report to the Emergency Operations Center at the completion of the search.

Vehicle searches

When possible, suspicious vehicles should be searched by an Explosive Detection K-9 team or a Bomb Technician. Vehicles may pose as much challenge in searching as any building. Suspicious vehicles present at high-visibility events may necessitate inspection. The methodology is essentially the same as above.

Suspicious object located

- x **Suspicious vs unattended items:** An unattended item is not automatically a suspicious one. Circumstances make an item suspicious, such as out-of-context, making a noise, visible wires, or placement witnessed.
- x It is imperative that personnel involved in a search be instructed that their only mission is to search for and report suspicious objects. Under no circumstances should anyone move, jar or touch a suspicious object or anything attached to it. The removal or disarming of a bomb must be left to the professionals in explosive ordnance disposal. When a suspicious object is discovered, the following procedures are recommended:
 - o Report the location and an accurate description of the object to the appropriate supervisory. This information should be relayed immediately to the Emergency Operations Center, which will notify the police and fire departments and bomb squad. These officers should be met and escorted to the scene.
 - o If absolutely necessary, place sandbags or mattresses – never metal shields – around the suspicious object. Do not attempt to cover the object.
 - o Identify the danger area, and block it off with a clear zone of at least 300 feet, including floors below and above the object.
 - o Check to see that all doors and windows are open to minimize primary damage from blast, and secondary damage from fragmentation.
 - o Evacuate the building.
 - o Do not permit re-entry into the building until the device has been removed or disarmed, and the re-entry deemed safe.

Evacuation

Factors in determining whether or not to evacuate a building or area of campus are as follows:

- x It is important not to reward threatening behavior, so unless a threat assessment warrants evacuation, consider search, shelter-in-place, or limited evacuation alternatives first.
- x Partial evacuation depends on the specificity of the threat. (If the threat specifies an area, just that area can be evacuated.)
- x Full evacuation is indicated when a suspected item is located or there is a high risk threat.
- x Other factors in the determination are
 - o the credibility of the source of the information;
 - o the specific information provided by the caller;

- the type, size, location and human occupancy of the building or area;
- on-scene assessment of the device (if found).
- x In the event that the threatened time of detonation of the device is known, and presuming that evacuation is possible, the evacuation should be implemented in a manner that provides maximum time for evacuation prior to the possible detonation.
- x The fire alarm should never be activated unless there is a fire. Other means should be used to communicate the evacuation.
- x Everyone should take their personal belongings with them when possible.
- x Evacuation should be to a safe and controlled area.

Consideration should be given to the creation of an Evacuation Team, or this could be a secondary job for the search teams. The Evacuation Team should be trained in how to evacuate the building during a bomb threat. Prioritization should be to the evacuation; *e.g.*, evacuation by floor level. The floor levels above and below the danger area should be evacuated in order to remove those persons from danger as quickly as possible.

To be proficient in evacuating the building, evacuation personnel must be thoroughly familiar with all hallways, rest rooms, false ceiling areas, and every location in the building where an explosive or incendiary device may be concealed. When police officers or firefighters arrive at the building, the contents and the floor plan will be unfamiliar to them if they have not previously toured the facility. It is extremely important that the evacuation or search teams be thoroughly trained and familiar with the floor plan of the building and immediate outside areas. When a room or particular area is searched, it should be marked or sealed with a piece of tape, and reported to the supervisor of that area.

Site security

Once the building has been evacuated, all exterior entrances to the building must be secured and monitored to prevent re-entry by unauthorized personnel (all except police, fire and, rescue). If the device happens to be located outside a building, an adequate and protected security perimeter must be established and monitored. Barricades should be considered.

- x **Students or visitors:** Under no circumstances should students or visitors be permitted to participate in a building or location search for a suspected bomb.

Post-evacuation

- x Debrief emergency services and assist in coordinating further actions.
- x Take accountability and report.
- x Open media, medical and family areas and provide regular briefings.
- x Coordinate with police/fire/college officials on what can be released publicly. Often the specifics of a threat may need to be kept quiet to aid the investigation, and to prevent copycats.
- x As appropriate, determine the reoccupy or dismiss action. Time of day and specifics of the threat may dictate this decision. Be cautious about dismissing school, as this may reward the threatening behavior.
- x College and public safety officials should communicate with parents.
- x If a thorough search of the building or location fails to produce a suspicious device, the Unified Command will determine when it is safe to re-enter the building.

- x Once the suspected device(s) have been safely removed, the senior police command officer on the scene may determine the building or location safe for re-occupancy.

Media Relations

- x It is of paramount importance that all inquiries from the news media be directed to one individual appointed as spokesperson. All other persons should be instructed not to discuss the situation with outsiders, especially the news media.
- x The purpose of this provision is to furnish the news media with accurate information and to see that additional bomb threat calls are not precipitated by irresponsible statements from uninformed sources.
- x Preparation of the response is essential. Media relations should prepare informational responses ahead of time. Be ready to answer questions such as “Why didn’t you evacuate?” or “Did you leave my child in a building where there might be a bomb?”

Considerations

- x We are seeing more pre-paid phone cards used to make threatening calls; they are difficult if not impossible to trace.
- x Other people may join social media conversations to cause more harm. Called trolls, they very often have little or no connection to the given situation.
- x Across the country, colleges, universities and schools are being asked to change their mindset regarding how they initially react to a bomb threat.
- x It makes sense to assess and then decide rather than to evacuate and then assess.
- x It is critically important that all support agencies, both local and state, have buy-in, and are communicating the same message.

Current best practice

This suggests that colleges, universities and schools should adhere to the following:

- x Bomb threats should be handled on a case-by-case basis in consultation with local law enforcement, and use a Bomb Threat Classification Checklist.
- x Every case should be evaluated on its own merit. There should be no automatic evacuation unless a bomb is obvious. Staying in the building may be the best option.
- x Staff should be trained on how to handle a bomb threat when it appears to have credibility.
- x Staff should know their assigned rooms/areas.
- x Staff should check their areas of responsibility for anything that may be out of place or suspicious.
- › Staff should not try to move or handle it.

Bomb Incident Plan

1. Designate a chain of command.
2. Establish a command center.
3. Decide what primary and alternate communications will be used.
4. Establish clearly how and by whom a bomb threat will be evaluated.

5. Decide what procedures will be followed when a bomb threat is received or a device discovered.
6. Determine to what extent the available bomb squad will assist, and at what point the squad will respond.
7. Provide an evacuation plan with enough flexibility to avoid a suspected danger area.
8. Designate search teams.
9. Designate areas to be searched.
10. Establish techniques to be utilized during the search.
11. Establish a procedure to report and track progress of the search, and a method to lead qualified bomb technicians to a suspicious package.
12. Have a contingency plan available for if a bomb should go off.
13. Establish a simple-to-follow procedure for the person receiving the bomb threat.
14. Review your physical security plan in conjunction with the development of your bomb incident plan.

Emergency Operations Center

1. Designate a primary location and an alternate location.
2. Assign personnel and designate decision-making authority.
3. Establish a method for tracking search teams.
4. Maintain a list of likely target areas.
5. Maintain a blueprint of floor diagrams in the center.
6. Establish primary and secondary methods of communication. (**Caution:** The use of two-way radios during a search can cause premature detonation of an electric blasting cap.)
7. Formulate a plan for establishing a command center in the event that a threat is received after normal work hours.
8. Maintain a list of all necessary telephone numbers.

Immediate Action Plan

1. Remain calm, and pay attention to all details of the communication. Use the attached Bomb Threat Check List as a guide.
2. If the communication is *via* the telephone, the procedure is as follows:
 - Keep the caller on the line and attempt to convince them to give you as much information as possible. Try not to anger the caller.
 - While on the telephone, pay attention to background noises and distinctive sounds.
 - Note any characteristics of the caller's voice (gender, age, education, accent, *etc.*).
 - Attempt to obtain information on the location of the device (building, floor, room, *etc.*).
 - Attempt to obtain information on the time of detonation.
 - Immediately after the call has ended, notify the Dept. of Public Safety at Ext. 2222. The DPS will immediately notify the Director.
 - Notify your supervisor immediately.

3. If the threat is hand-written or by email, please save all documentation for the Public Safety Department and notify your supervisor.

Subsequent action

1. The next action to be taken will depend on the following:
 - The nature of the threat
 - The specificity of the location and time of detonation
 - The circumstances related to the threat
 - The discovery of the device or unusual package.
2. Upon completion of the assessment by the Director of Public Safety, the Provost, Dean of Students, and the President will be notified.
3. The Director will authorize a search of the building by DPS staff with the assistance of B&G and Residence Life staff.
4. If anyone wishes to leave the building during the search they may do so; however, they should be sent to a specific area for purposes of accountability if evacuation is necessary.
5. If a device is found, it must not be touched. The immediate area will be contained and the building will be evacuated of all personnel.
6. The Department of Public Safety will immediately notify Milton Police and the State Police Bomb Squad.
7. All evacuees will be directed to report to a pre-specified location for purposes of accountability and safety.
8. DPS will assist law enforcement agencies as necessary.
9. Upon the building being cleared by law enforcement, the Department of Public Safety, with the assistance of Residence Life, will notify building occupants and will oversee the return to the building.
10. The receiver of the call will be required to meet with the Department of Public Safety and other law enforcement agencies.

****See Attachment Department of Homeland Security Bomb Checklist***

Appendix B: Preparedness

This Appendix is broken into the following Topics:

- x Communications/Information
- x Emergency Action Plans
- x Training and Exercise
- x General Communications

Appendix B-1: Communication: Dissemination of Emergency Information

Curry College has taken measures to provide for your safety in the event of an emergency.

All students, faculty and staff are automatically enrolled in our Emergency Alert System (EAS), which transmits College communication in the case of an emergency. Our EAS has initially been populated with basic contact information from the Curry Web Information System (CWIS). Your Curry email address and one phone number are required for the EAS. You are able to opt in or opt out of any other personal contact points to the system. You may store additional numbers for voice messages, one number for a text message, and two email addresses for email alerts.

It is the responsibility of all students, faculty, and staff to update personal information on a regular basis. Contact information can be updated by students, faculty and staff directly in the CWIS through the My Curry Web portal. Once logged into the portal, simply click on the “CWIS”, click on the “Personal Information” tab or link, and click on the “Change Emergency Preferences” link.

Appendix B-2: Communication – Emergency Alert and Timely Warnings

In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act), Curry College shall issue Emergency Alerts to notify members of the community about certain crimes/incidents as defined in the Clery Act. Emergency alerts shall be issued in a manner that is timely and will aid in the prevention of similar crimes/incidents when such crimes/incidents occur on the campus, or in close proximity to the campus, and when the crime represents a serious or continuing threat to students, employees, and/or members of the college community.

1. Emergency alert

An Emergency alert shall be issued in a timely manner in order to enable the campus community to protect themselves and shall be issued, on a case-by-case basis, as soon as the pertinent information is available, in light of all facts surrounding the crime/incident.

2. Criteria

In compliance with the Clery Act, the following criteria will be evaluated to determine whether an Emergency Alert shall be issued:

- x **Nature of the crime/incident:** Emergency Alerts may be issued for certain crimes/incidents as defined in the Clery Act. Timely warnings may be issued for threats to persons or threats to property.
- x **Geographic location:** Timely warnings may be issued for any Clery Act crime that occurs (i) on campus, (ii) on public property within or immediately adjacent to the campus (or in an area frequented by Curry College students), or (iii) in or on non-campus buildings or property that the college owns or controls, where such crimes have been reported to the Department of Public Safety.
- x **Continued threat or danger to the campus community:** The College shall consider whether or not the crime/incident represents a serious or ongoing threat to the College community. Such situations shall be evaluated on a case-by-case basis taking into account the need to alert the campus community in order to enable people to protect themselves; the need to aid in the prevention of similar crimes/incidents; continuing danger to the College community; and the risk of compromising law enforcement efforts to resolve the case in a timely manner. While the possible risk of compromising law enforcement efforts to resolve the case in a timely manner may be considered, in the event of a serious or continuing threat to students or employees, a warning shall be issued, but the warning shall not require the disclosure of specific law enforcement efforts which could compromise an ongoing criminal investigation.

3. Procedures

- x The Director of Public Safety or his/her designee (Shift Supervisor), upon review of all available information is responsible for making the determination of whether an Emergency Alert is appropriate. The Director of Police or his/her designee (Shift Supervisor) shall then notify the Vice President or Dean of Student Affairs (or their designees) and advise them of the crime(s)/incident(s) and circumstances that warrant the issuance of the Emergency Alert. Once agreed upon, the Emergency Alert shall be issued. If there is a question or disagreement on whether the Emergency Alert should be sent out, the President shall be consulted.
- x The Emergency Alert shall be issued using a method that allows for the prompt notification of the College community. Methods of dissemination may include, but are not limited to,

email, voice mail, emergency notification system, and the Public Safety website. The Emergency Alerts shall include information that will promote safety and aid in the prevention of similar crimes/incidents.

- x The Emergency Alerts shall contain in the subject line the phrase “Emergency Alert” and the type of alert: “Imminent On-Campus Threat”, “Non-Imminent On Campus Threat”, or “Informational Alert”. The message shall include information that might aid in the prevention of similar crimes, and enable the members of the campus community to protect themselves. The body of the notification shall include, but not be limited to
 - o a succinct description of the incident and/or type of crime including location, date and time of occurrence, and the reported offense;
 - o a physical description of the suspect including gender, age, height, weight, hair color, race, and other distinguishing characteristics if available, and accompanied by other descriptive characteristics;
 - o a composite drawing of the suspect, or a photograph if available as necessary;
 - o a description to an apparent connection to previous incidents, if applicable;
 - o race, but only if there is an apparent bias motive;
 - o sex of the victim, if relevant;
 - o notice to the campus community to use caution, and the provision of safety and/or crime prevention tips;
 - o Other relevant and pertinent information such as weapons and vehicles involved, if applicable.

4. **Status Updates**

When appropriate, status updates as to the resolution and/or disposition of the crime/incident will be similarly disseminated and updated as soon as possible.

5. **Reporting**

Community members who know of a crime or other serious incident are encouraged to report that incident as soon as possible to the Department of Public Safety so a determination can be made as to whether to issue an Emergency Alert.

Appendix B-3: Communications - Reporting Criminal Activity

Curry College encourages all members of the community to report any criminal activity, or suspicion of such, to the Department of Public Safety as soon as possible. ***If requested, the identity of the complainant will be kept confidential whenever possible.***

Suspicious or criminal activity can be reported to the Department of Public Safety (Ext. 2222). If you have information or knowledge of a possible safety or security threat/incident and wish to make an anonymous report, you are encouraged to utilize the Public Safety Anonymous Tip Line at: (617) 391-5280 or at PublicSafety_tipline@curry.edu. If the safety or security threat/incident is imminent, please utilize our emergency number (Ext. 2222).

Emergency phones located throughout the campus can also be used to report suspicious activity or to summon emergency help.

Reporting Emergencies

1. In a fire or rescue emergency on the Curry College campus, call the Department of Public Safety at ext. 2222, or by dialing 911 from the nearest phone. Report all police emergencies to the Department of Public Safety Office.
2. When reporting an emergency, stay calm. You will need to give the individual answering your call the following information:
 - a. Your location, location of the emergency, and your name and phone number;
 - b. The specific nature of the emergency in as much detail as you can provide;
 - c. What help you need.
3. Stay on the phone until the dispatcher tells you to hang up.
4. Do not discuss the emergency with anyone other than Curry College personnel or emergency services personnel. Refer all other inquiries to Media Relations, or the most senior administrator on campus.

Crime in Progress or Suspicious Person

1. Do not attempt to apprehend or interfere with the suspected perpetrator, except for self-protection.
2. If safe to do so, stop and take time to get a good description of the perpetrator/subject:
 - Height, weight, sex, color, approximate age, hair color, distinguishing physical marks, and clothing
 - Method and direction of travel (If the subject is entering a vehicle, note the license number, make and model, color, and outstanding vehicle characteristics).
 - Subject's name, if known.
3. All this takes only a few seconds, and is of the utmost assistance to the investigating officers.
4. Call Department of Public Safety (Ext. 2222), or 911.
5. Give your name, location, and department.
6. Advise them of the situation, and remain where you are until contacted by a Department of Public Safety Officer.

7. In cases of theft, property damage, illness, or injuries, contact the Department of Public Safety (Ext. 2222) or 911.

Appendix B-4: EAP - Suspicious Package or Letter Protocol

Characteristics of a Suspicious Package

Historically, the likelihood of receiving a package or letter containing suspicious substances or devices is remote. It is important to be alert for suspicious packages, but keep in mind that a letter or package containing a mail bomb or biological or chemical threat is an extremely rare occurrence. To illustrate just how rare, each year the U.S. Postal Service processes approximately 200 billion pieces of mail. Of those billions of pieces of mail, only a very limited number of letters or packages actually contain an explosive or biological or chemical hazard.

While the risk of receiving an explosive device or contracting any disease from the mail is extremely low, it is important that we remain vigilant in taking precautions against this potential threat. Some indicators for determining suspicious packages and letters include, but are not limited to, the following:

- x Foreign mail, airmail and special delivery, especially when the recipient is not expecting such mail
- x Hand-written or poorly typed addresses
- x Lack of a return address, or fictitious return address
- x Misspelling of the title, (*e.g.*, General, *etc.*), title only, or wrong title with name
- x Misspellings of common words
- x Distorted handwriting or “cut and paste” lettering
- x Cancellation or postmark and return address indicating different locations
- x Excessive or inadequate postage
- x Restrictive labeling such as “Personal, Private”
- x Markings such as “Fragile – Handle With Care”, or “Rush – Do Not Delay”, or “Deliver by Date/Time”
- x Visual distractions such as money or pornography
- x Unusual size or shape (uneven or lopsided)
- x Tube-type packages heavier at one end
- x Unprofessional or sloppy wrapping
- x Excessive security material such as masking tape or string
- x Protruding wires, aluminum foil, oily stains or discoloration
- x Unfamiliar couriers delivering official-looking packages to specific individuals
- x Peculiar odor
- x Package unusually heavy for its size
- x Buzzing or ticking noise, or sloshing sound
- x Rigid or soft spots
- x Pressure or resistance noted while removing contents of envelope or parcel.

What You Should Do If You Receive a Suspicious Parcel in the Mail

- x Remain calm. Notify your supervisor.
- x Do NOT use a cell phone, or dispatch or key a “walkie-talkie” type radio.
- x Do not excessively handle or open a suspicious package, as they are usually designed to withstand handling in the mail, and activate when opened, or when an item is removed. Avoid sniffing the package or tasting any substance associated with it. Isolate the package/letter and leave the area. Close the door. Secure the area to prevent others from entering. Wash hands immediately with soap and water to prevent the spread of contamination. Attempt to verify the sender and/or the legitimacy of the package. (*i.e.*, ask the recipient whether he/she was expecting a package that matches the suspect package's size and shape.)

If the package or letter remains suspect, call the Police at 911 from any campus or facility phone, or call from an offsite phone and report that you have received a parcel in the mail that is suspicious.

If smoke, visible fumes, or strange odors are emitting from the package, or if people are exhibiting signs of illness, including difficulty with breathing, or fumes are strong

Upon arrival, the Police Commander/Supervisor will

- x confer with college Public Safety Officials, affected staff member, Campus Administrator, or designee;
- x attempt to verify the contents of the package or letter with the sender;
- x gather workplace intelligence; *e.g.*, recent terminations, previous threats, domestic violence issues, stalking issues, *etc.*;
- x make a determination to evacuate the affected floor or floors;
- x ensure that Department of Public Safety and the local Police Department are contacted to notify the responsible police District Commander/Supervisor and the Ordinance Disposal Unit if police determine that the parcel is suspicious;
- x ensure that Department of Public Safety command staff or Building Security members are notified;
- x assist the Ordinance Disposal Unit in sealing off areas, with additional evacuations if necessary.

If upon opening a letter or package you come in contact with a suspicious substance,

- x do not try to clean it up;
- x turn off fans or ventilation units in the area if possible;
- x isolate the package/letter and leave the area. Close the door;
- x secure the area to prevent others from entering;
- x wash hands immediately with soap and water to prevent the spread of contamination;
- x do not brush the substance from clothing;
- x if possible, remove clothing containing the substance and isolate for further evaluation. Call the Police at 911.

What is Anthrax?

Anthrax is an infectious disease caused by the spore-forming bacterium *Bacillus anthracis*. Anthrax is very rare in humans and cannot be transmitted from person to person. It can appear as a crystalline or powdery substance which may or may not be visible.

Bacillus anthracis is an age-old bacterium that has caused disease for centuries in the world. Infection comes from contact with anthrax-infected animals or infected animal products. The spores are found widely in soil; therefore animals that feed on the ground tend to be those most likely infected. These animals usually include cows, sheep and goats. Humans can contract one of three forms of Anthrax disease: cutaneous (skin), intestinal, or respiratory.

Most commonly, infected people are those who have been exposed through their work such as farmers, butchers, veterinarians, and those who sort raw wool and tan hides. Symptoms vary on exposure, but can include cold- and flu-type symptoms. Doctors can prescribe antibiotics for treatment of the disease. To be effective, treatment should be initiated early. If left untreated, the disease can be fatal.

Remember, your personal safety comes first! If you are told to evacuate the building, do so immediately.

Appendix B-5: EAP - Unauthorized Protests, Marches, Assemblies

Most campus demonstrations such as marches, meetings, picketing and rallies will be peaceful and non-obstructive. However, such a demonstration may become unlawful when the following occur:

- x Intentional or reckless interference with normal College activities and functions. Examples of such activities/functions include, but are not limited to, studying, teaching, public speaking, research, administration of the College, or emergency (campus safety, fire, or police) operations
- x Intentional interference with the freedom of expression of others
- x Actions, or explicit or implied threats or gestures, which place a person in reasonable fear of unwelcomed physical contact or harm
- x Intentional or reckless behavior which may, or does, deface or cause damage to College property or the property of others
- x Obstructing access to offices, classrooms, buildings or other College facilities
- x Unauthorized entry into, or occupation of, any College room, building, or area of the campus, including such entry or occupation at any unauthorized time.

If you encounter a civil disturbance or demonstration:

- x Avoid provoking or obstructing demonstrators.
- x Avoid the area of disturbance.
- x Continue with your normal routine.

Non-violent, Non-obstructive Demonstrations

Generally, peaceful demonstrations should not be interrupted, and protestors should not be obstructed or provoked. In some cases, however, the College may determine that a designate area/s should be established for demonstrators.

- x Efforts should be made to conduct College business as normally as possible.
- x If possible, campus staff should monitor the demonstrations.
- x If demonstrators are asked to leave but refuse to leave a facility by its closing time,
 - o arrangements will be made by the Director of Public Safety (or designee) to monitor the situation during non-business hours; or
 - o determination will be made by the Director of Public Safety (or designee) to treat the violation of regular closing hours as a disruptive demonstration. (See below.)

Non-violent, Disruptive Demonstrations

In the event that demonstrators are interfering with the operations of the College:

- x The Director of the Department of Public Safety will go to the area and ask the protestors to leave, or discontinue the disruptive activities.
- x If the demonstrators persist in their violations, they will be apprised that failure to discontinue the specified action within a determined length of time will result in disciplinary action and/or possible police intervention.

- Efforts, including the taking of photographs if necessary, should be made to secure positive identification of demonstrators violating the college rules/regulations and breaking the law, in order to facilitate later investigation.
- If determination is made to seek police intervention, the demonstrators will be so informed. Upon arrival of the Police Department, the remaining demonstrators will be warned of the Police Department's intention to arrest.

Violent, Disruptive Demonstrations

In the event of a violent demonstration, in which injury to persons or property damage occurs or appears imminent, the following procedures will be implemented. In addition, the steps outlined in the above section regarding Non-violent Disruptive Demonstrations should be followed, if circumstances allow.

During business hours

The Director of the Department of Public Safety (or designee) will respond and advise the President. All immediate steps will be taken to minimize any potential for real damage and injuries by contacting the appropriate police agencies as deemed necessary. The President and his/her staff will determine any further action.

After business hours

The Department of Public Safety Police will investigate the disruption and take immediate steps to mitigate any damage or injuries. The Director of the Department of Public Safety and the President of the College will be contacted as deemed necessary.

Note: If possible, attempts should be made to communicate with protestors to convince them to desist from engaging in illegal activities. However, the Department of Public Safety are authorized to call for police assistance without counsel from others if doing so is deemed to be of immediate importance to the safety of persons or property.

Appendix B-6: EAP Medical Emergencies – Public Health Crises

Any threat to public health must be addressed immediately on campus with a coordinated response by all campus authorities. If an individual becomes aware of a potential threat to public safety, they should immediately contact authorities *via* 617 333 2222, or Ext. 2222; or 617 333 2182, or Ext. 2182. A public health threat can be generated by a biological or chemical threat, toxic or hazardous materials, contamination of water systems, disease, or sundry other causes.

First and foremost, an adequate response requires communications between Public Safety, Health Services and all relevant public health and emergency response agencies. When a threat becomes apparent the first contact should be with Public Safety, who would immediately contact the Coordinator of the Crisis Management Group (CMG). The Director of Health Services will coordinate the response to all other appropriate public health and emergency services. The CMG maintains (and provides for public safety) a listing of all contacts, including state, federal and private agencies, that may need to be contacted in the event of a public health crisis. The Director of Health Services will use the Public Health Crisis protocol as a guide to managing the situation.

The protocol may dictate that Public Safety should complete a first-responder evaluation of the situation and refer the follow-on response to medical, HAZMAT or other state or federal agency personnel. The Director of Health Services will designate an individual to handle all HAZMAT and OSA paperwork associated with any level of a campus evacuation.

Decisions regarding the isolation or evacuation of persons, areas, buildings or the campus will be made by the CMG in conjunction with the President of the College.

The CMG will assign a spokesperson to handle news and public information requests. The spokesperson will issue an immediate statement acknowledging that the administration is aware of the incident and is investigating. The first statement should mention that information will be released to the news media and the public as it becomes available and appropriate.

Public Safety will alert all other appropriate on-campus responders as directed by the CMG.

Building and Grounds (if appropriate) should post signage at the emergency site to inform faculty/staff/students.

Once the situation is assessed and the initial response is handled, the CMG will review situation assessments and updates as they become available, and then authorize relocation or cancellation of classes, the relocation or closing of staff/faculty offices, or campus closure.

Appendix B-7: EAP Medical Emergencies –Minor and Major Injuries

Minor Injuries

Unless you are trained to deal with medical emergencies, call for help immediately. If the victim is conscious and does not appear to be seriously injured, recommend they go home or see their personal physician. Under no circumstances should you give your opinion about what might be wrong with the individual, or recommend a specific healthcare provider. If the patient is too sick or injured to leave on his or her own, help to arrange transportation. Under no circumstances should staff or faculty transport ill or injured persons. If necessary call Campus Public Safety (Ext. 2222) or dial 911 to summon the Emergency Medical Services.

Major Injuries

- x Do not move the victim unless leaving them where they are will result in more injuries. If you must move the victim, try to stabilize the head and neck. Avoid doing any further harm to the victim.
- x If possible, one person should stay with the victim while someone else reports the emergency to Campus Public Safety (Ext. 2222), or dials 911.
- x Take measures to protect yourself against direct contact with the victim's body fluids including blood, urine, saliva, and other body secretions. Hepatitis, AIDS, meningitis, tuberculosis, colds, and flu can be spread by contact with body fluids.
- x Evaluate the victim's condition and level of consciousness. Look for medical identification bracelets, tags, or cards indicating that the victim may have a health problem. If the victim is conscious, ask the victim what is wrong.
- x Perform the ABC (Airway, Breathing, Circulation) check of emergency care if you are trained to do this.
- x Reassure the victim that help is on the way. Keep the victim warm and dry until help arrives.
- x Ask the victim if there is anyone he or she wants notified about the emergency. Obtain the name and phone number of the individuals to be notified, and ask someone to make the calls.
- x Unless you are specifically trained to do so, do not give medical advice or recommend treatment or specific physicians. You could be liable for any subsequent damages resulting from this information.

Appendix B-8: EAP - Medical Emergencies - Classroom Medical Responses

There are instances where students may come to class ill, or become ill while in class. This procedure will not address how to provide definitive treatment, but will give guidance in the proper response to some of the more common occurrences.

General illness

Students will generally present with a variety of symptoms. These typically include some of the following:

- x Pale or flushed appearance
- x Glazed eyes
- x General appearance of fatigue
- x Complaint of fever, chills or sweats
- x Cough, sneeze or nasal drainage
- x General discomfort and weakness

Often these signs and symptoms are associated with flu or other similar condition. If this is the case,

1. ask the student to leave and go to the Health Clinic on campus or their primary healthcare provider;
2. contact housekeeping and have them clean the desk and seating area.

Fainting

Fainting can be a sign of many different conditions, and should be treated immediately. Some of the more common conditions that may cause fainting are

- x low blood sugar;
- x drop in blood pressure;
- x anxiety;
- x dehydration.

In the event of an individual fainting:

1. Place the student on the floor.
2. Call for help:
 - o 911
 - o Health Clinic
3. Have other students wait outside the classroom to provide privacy for patient. If in the hallway, move the patient to the side and make a clear area for them.
4. Have someone wait at the end of the hallway for help, and direct them to the location of the patient.

Seizure

Seizures can present in two main forms. *Grand mal* seizures typically present as having shaking or jerking movements, which can result in injury. *Petit mal* seizures generally present as blank stares or loss of awareness. There are many causes of seizures from epilepsy, such as diabetic conditions or reaction to medications/drugs, to name a few. The main response is to remain calm, as most seizures will only last a few minutes.

1. Place the student on the floor.
2. Pay attention to the length of the seizure and the time it takes them to recover to their usual state of activity.
3. If the patient is having a *grand mal* seizure, do not try to restrain them.
4. Prevent injury by moving nearby objects out of the way. If you can't move surrounding objects help steer the person clear of the objects to prevent additional injuries. Support the person's head to prevent it from hitting the floor. You may place padding under their head.
5. Do *not* put anything in the mouth.
6. If the person is lying down, turn them on their side once their movements allow, with their mouth pointing to the ground. This prevents saliva from blocking their airway and helps the person breathe more easily.
7. If the patient is having a *petit mal* seizure, make sure they do not fall or slip, which may cause further injury. If a person is wandering or confused, help steer them clear of dangerous situations, for example away from traffic, stairs, heights, or sharp objects.
8. Call for help in either case:
 - 911
 - Health Clinic
9. Have other students wait outside the classroom to provide privacy for the patient. If in the hallway, move the patient to the side and make a clear area for them; waking up to a crowd can be embarrassing and confusing for a person after a seizure.
10. Have someone wait at the end of the hallway for help, and direct them to the location of the patient.

Vomiting

Students will not usually vomit in the classroom; however, there are some instances in which this may occur. As with the conditions above there are many causes, but the main concern is control and removal of the material.

1. If the student has not left for restroom and is steady to walk unassisted, immediately have them do so.
2. Clear the immediate area and if necessary, and clear the room.
3. Call the Health Clinic.
4. Call housekeeping to clean the area.
5. Maintenance may be called to assist in the coordination of efforts.

6. If vomit is on backpacks or clothing of other students, have them obtain gloves from housekeeping or maintenance for their use in the cleaning of the articles.
7. Depending on the class time and amount of fluid/material, consideration may need to be given to moving, cancelling or rescheduling of class.

The number and types of medical issues are vast. The listed occurrences are examples of common issues. When in doubt contact the Health Clinic, or in emergencies 911.

Appendix B-9: EAP Medical Emergencies –Cardiac Events

Automated External Defibrillator (AED)

An Automated External Defibrillator (AED) is used to treat victims who experience sudden cardiac arrest. The AED must only be applied to victims who are unconscious, without a pulse, and not breathing. The AED will analyze the heart rhythm and advise the operator if a shockable rhythm is detected. If a shockable rhythm is detected, the AED will charge to the appropriate energy level and advise the operator to deliver a shock.

An AED may be used in conjunction with Cardio-Pulmonary Resuscitation (CPR) in cases of sudden cardiac arrest on campus, in accordance with accepted protocols, including those developed by the American Red Cross and American Heart Association. Use of the AED and CPR will continue as appropriate during the course of emergency care, until the patient resumes pulse and respiration, and/or local Emergency Medical Services (EMS) arrive at the scene, and assume responsibility for emergency care of the patient.

Locations

- x As per the manufacturer's recommendations, the AED devices are placed in areas that are easily accessible, and where periodic inspection of the AED will be facilitated.
- x AED locations: Student Center Gymnasium, Miller Field House, Student Center Fitness Center, Trainer at all athletic events, on-duty Public Safety Officer in cruiser.

System verification and review

Periodic Systems Check: Once each calendar month, campus safety shall conduct and document a system check including the following elements:

- x AED battery life
- x AED operation and status

Users

Anyone can, at their discretion, provide voluntary assistance to victims of medical emergencies. The extent to which these individuals respond shall be appropriate to their training and experience. These responders are encouraged to contribute to emergency response only to the extent to which they are comfortable.

Use of AEI

1. Assess the scene for safety.
2. Determine the victim's level of (un)responsiveness.
3. Activate the emergency response system (Dial 911).
4. Open the airway (A).
5. Check for breathing (B). If no breathing, give two breaths.
6. Check for pulse and/or signs of circulation such as normal breathing, coughing, or movement (C).
7. If no pulse and/or signs of circulation, apply AED (D) immediately. If the AED is not immediately available, perform CPR until the AED arrives on the scene.
8. Press the ON/OFF button to turn on the AED.

9. Remove clothing from the patient's chest. Wipe moisture from the patient's chest and shave excessive chest hair as necessary. Supplies are located in the resuscitation kit with the AED.
10. Apply defibrillator pads to the patient's bare chest as per the diagram instructions.
11. Connect the pads to the AED. Insert the defibrillation pad connector firmly in the connector socket. (The socket is located at the bottom left of the AED).
12. Stand clear of the victim while the machine analyzes the heart rhythm. The electrocardiogram (ECG) display and patient's heart rate are enabled. Follow the instructions provided by the voice and screen prompts.
13. If voice and screen prompts confirm "SHOCK ADVISED", the AED will charge to prepare for shock delivery. Make sure no one is touching the victim, as directed by the AED voice prompt.
14. Push the orange "SHOCK" button to deliver the shock. If "NO SHOCK ADVISED", proceed with steps Q–S.
15. After you press the "SHOCK" button, a voice prompt tells the rescuer the shock was delivered. The AED goes back to analyzing the patient's heart rhythm to see if the shock was successful. The AED continues to provide voice and text prompts to guide the rescuer through additional shocks, if appropriate. The device will analyze and shock up to three times.
16. After three shocks, the AED will prompt the rescuer to check pulse (or for breathing and movement) and, if absent, start CPR. If pulse and/or signs of circulation such as normal breathing and movement are absent, perform CPR for 1 minute. The device will count down 1 minute of CPR, and will analyze when the CPR time is over.
17. Voice and screen prompts confirm, "NO SHOCK ADVISED". The AED instructs the rescuer to perform CPR if needed, and performs background ECG monitoring while the rescuer gives appropriate care to the patient. The AED will prompt to check pulse (or for breathing and movement) and, if absent, prompt the rescuer to start CPR.
18. If pulse and/or signs of circulation such as normal breathing and movement are absent, the responder should perform CPR for one minute. If pulse/signs of circulation such as breathing or movement are present, check for normal breathing. If the victim is not breathing normally, give rescue breathing at a rate of 12 per minute. The AED will reanalyze after 1 minute.
19. Continue cycles of analyses, shocks (if advised) and CPR until professional help arrives. The victim must be transported to hospital. Leave the AED attached to the victim until EMS arrives and disconnects AED.

Hands-Only CPR for Adults

1. Call 911 if a person
 - collapses;
 - becomes unresponsive.
2. Check responsiveness.

- Tap the person's shoulder and shout “Are you OK?”
 - Look for normal breathing. Call 911 if there is no response.
 - Start hands-only CPR.
 - Hands-only CPR should not be used for adults whose cardiac arrest is due to drug overdose, near-drowning, or an unwitnessed cardiac arrest. In these cases, do a conventional CPR combination of chest compressions and rescue breathing with mask.
3. Do chest compressions.
- Place the heel of your hand on the center of the person's chest.
 - Place the heel of your other hand on top of your first hand, lacing the fingers together.
 - Keep your arms straight and your shoulders directly over your hands.
 - Push hard and fast, compressing the chest at least 2 inches.
 - Let the chest rise completely before pushing down again.
 - Compress at least 100 times per minute.
4. Stop only if
- the person starts breathing normally;
 - a trained responder or emergency help takes over;
 - you are too exhausted to continue;
 - there is an automated external defibrillator (AED) to use.
5. Use an AED as soon as one is available.
- Turn on the AED. It will give you step-by-step instructions.
 - Wipe the chest dry.
 - Attach the pads.
 - Plug in the connector, if needed.
 - Make sure no one is touching the person. Say “Clear” so that people know to stay back and not touch the person.
 - Push the “Analyze” button if necessary.
 - If a shock is advised, push the “Shock” button.
 - Resume compressions and follow AED prompts.

Appendix B-10: Emergency Action Plan – Severe Weather

Weather emergency announcements are given over the College Phone System by College Police.

- x **A Winter Storm Watch** is a forecast of hazardous winter weather due to various elements such as heavy snow (7 or more inches during a 24-hour period), sleet, or ice accumulation from freezing rain. A watch is a long-range prediction. They are generally issued by the National Weather Service at least 12 hours before hazardous weather is expected to begin.
- x **A Winter Storm Warning** means hazardous winter weather is imminent, and there is a good possibility of heavy snow (7 or more inches during a 24-hour period), sleet, or ice accumulation from freezing rain.
- x **A Severe Thunderstorm Watch** is a forecast of the possibility of severe thunderstorms developing in a large geographic area. You should continue normal activities, but stay alert for sudden changes in weather conditions. If possible, local radio stations should be monitored.
- x **A Severe Thunderstorm Warning** means a severe thunderstorm has been sighted and may be approaching the area. During a severe thunderstorm warning, stay inside buildings. Be alert for changes in weather conditions, and be prepared to seek shelter in the event of a tornado warning.
- x **A Tornado Watch** is a forecast of the possibility of tornados developing in a large geographic area. You should continue normal activities, but stay alert for sudden severe changes in weather conditions. If possible, local radio stations should be monitored.
- x **A Tornado Warning** means a tornado has been sighted and may be approaching the area. A warning is an emergency situation, requiring persons in the affected area to seek immediate shelter. In the event a tornado warning being issued:
 - Immediately go to the nearest emergency shelter area. All shelter areas on campus should be marked on Emergency Evacuation and Shelter maps located in the classrooms and hallways of campus buildings. In general, go to the lowest level, interior of a building away from windows and glass.
 - Stay together as a group.
 - Remain calm and walk; do not run.
 - Faculty – be prepared to account for your students. Notify the Department of Public Safety (Ext. 2222) or dial 911 if any persons with disabilities require assistance. If possible, have someone stay behind with persons with disabilities until emergency personnel arrive.
 - Stay in the shelter area until an “All Clear” is given.

Severe Weather

A partial or complete evacuation of buildings or the campus is not a likely event at Curry College, but it is always a possibility. Severe weather in New England is far more likely to cause delays, disruptions and class/administration cancellations. Public Safety and Buildings and Grounds, however must be prepared to respond to a wide variety of conditions up to and including evacuation.

Winter storms can cause campus closure. These decisions are made through by the Campus Weather Committee and are independent of this Plan.

Weather events of greater magnitude such as flood including rain, hurricanes, tornados, and earthquakes may require a more coordinated response such as buildings closures, traffic re-routing, and evacuation of students and personnel.

The severe weather is projected for the area by the local weather reports. The Department of Public Safety should immediately begin monitoring of the local radio and TV stations for updates, and report to the Coordinator of the CMG (Crisis Management Group) that severe weather is expected and measures requiring their direction may be imminent.

The CMG should ensure that a telephone and electronic notification plan is implemented to expedite the distribution of weather advisories and warnings throughout the campus community.

News and information dissemination become vital to public safety planning during weather events. All appropriate administrators and department heads must be advised on status and updates.

The CMG and the Director of Public Safety must obtain real-time information on the weather event. They must be able to review situation assessments as they become available, in order not only to efficiently supervise the response to the event, but also to proactively ensure the continuing availability of adequate personnel and resources.

These assessments and reviews will provide the information for the CMG and the Director of Public Safety necessary to determine the appropriate course of action, such as (i) the relocation or cancellation of classes/activities/office hours; (ii) the relocation or closing of staff/faculty offices; or (iii) campus closure and/or evacuation. An extreme situation may require evacuation to a protected location on campus, or even an evacuation from campus.

Snow Emergency Causing School Delay/Closing

In the event of a snow emergency, a school closing or delay may be required. The Weather Team will make the decision on which action is required. From there the following will take place:

- x Curry College Public Safety: Update the auto attendant and portal.
- x Curry College Marketing & Communications: Update the Curry College website.
- x Public Safety: Through the blackboard connect system, students receive an email notification.
- x Director of Public Safety: Update the emergency notification line (617) 333 - 2075.

When winter weather conditions are so extreme, the College administration will decide what action will be taken regarding the continuing of classes. Once a final decision is made it will be communicated to the Campus *via* the following means:

- x The Emergency (Snow) Line: Ext. 2075 (617-333-2075), which will provide information about classes, parking and other critical information.
- x The telephone alert system, which will allow emergency messages to be placed in all student voice mailboxes.
- x The email alert system, which will allow emergency messages to be transmitted to all faculty, staff and students *via* Curry College email.

If necessary, as determined by the Dean of Students, the Emergency Response Command Center will be activated. The DPS and B&G will work cooperatively to ensure that the roads and buildings are safe and secure during such conditions.

Appendix B-11: Emergency Action Plan – Building Fire

Fire Alarms

When the fire alarms sound, you must leave the building immediately. Persons who do not evacuate during a fire alarm could be prosecuted.

If you discover a fire, locate and activate the nearest fire alarm pull station. Leave the area of the fire immediately. Once you have reached an area of safety, contact the Department of Public Safety to report what you observed when you discovered the fire. Do not use the elevators during a fire alarm. Use the nearest stairway to get to ground level and exit the building.

Persons with disabilities: Go to the stairway landings and wait for emergency rescue personnel. If a student has a personal attendant, they should discuss emergency evacuation plans with their attendant in advance. Stairwells are constructed with a higher fire rating than any other areas of a building. Emergency personnel responding to the building will be checking the stairway landings upon their arrival for persons with disabilities. Stay together as a group.

Faculty should be prepared to account for their students. Notify the Department of Public Safety (Ext. 2222) or dial 911 if any persons with disabilities require assistance. If possible, have someone stay behind with persons with disabilities until emergency personnel arrive.

When evacuating, remember to turn off the lights and lock your office or classroom behind you. Remain calm and walk. DO NOT RUN.

Once outside the building, keep at least 100 feet from the building and any emergency vehicles. Go to the building's designated evacuation area/rally point and check in with your building captain, instructor, residence life official, or supervisor. Stay outside the building until public safety, police or fire personnel have given an "All Clear" announcement.

In the event of a fire, remember these guidelines:

- x Rescue others and remove yourself.
- x Activate the nearest fire alarm pull station.
- x Confine the fire by closing all doors.
- x Extinguish small fires, if you can; otherwise evacuate.

Fire Extinguishers

It may be possible to put out a small fire using a portable fire extinguisher. Follow these guidelines when using a fire extinguisher:

- x Activate the nearest fire alarm pull station.
- x Do not take unnecessary risks or put yourself in danger.
- x Stay 6 to 8 feet away from the fire.
- x Use the PASS process to deploy the fire extinguisher:
 - o Pull the pin.
 - o Aim at the base of the flame.
 - o Squeeze the lever.
 - o Sweep the extinguisher slowly back and forth.

If the fire is not put out by the extinguisher, leave the area immediately.

Contact the Department of Public Safety immediately (Ext. 2222), or dial 911 upon reaching an area of safety.

Appendix B-12: EAP - Chemical, Biological, and Radioactive Accidents

All chemical spills must be reported immediately to person designated to summon the appropriate individuals to deal with the spill. Do not attempt to deal with the spill unless you have received special HazMat training in dealing with chemical spills. If there is immediate danger to persons, the nearest building should be activated, and evacuation of the area initiated. Campus Security should also be contacted to assist with the evacuation.

Chemical, biological, and/or radioactive accidents can result from a variety of causes. These include accidents in the laboratories and shops; hazardous materials brought on campus either legally or illegally; fires and/or explosions in campus buildings; vehicular accidents on-campus or on the adjacent surface roads; natural disasters including hurricanes, tornadoes, and other severe weather; vandalism; or aircraft either crashing or dumping chemicals on the campus. Materials may be in the solid, liquid, or gaseous form, and may be released into the air, soil or water, or maybe found in campus buildings. The nature of the spill will determine the procedure to be used in dealing with the particular spill.

The goal in dealing with any spill of chemical, biological, or radioactive material is to minimize the damage to people, property, and the local environment. Anyone using any hazardous materials on campus must be familiar with their properties before using the materials. All such hazardous materials must have a Material Safety Data Sheet (MSDS) supplied by the manufacturer on file in the work area. Before attempting to clean up any chemical, biological, or radioactive spill, locate and carefully read the MSDS for the spilled material. Do not enter an area of contamination if you see individuals unconscious in the area; potentially deadly fumes may be present. You should immediately leave the area and summon qualified help. If you are unsure of who to contact, contact the Department of Public Safety by dialing Ext. 2222.

Symptoms of Chemical Poisoning

Remember that you may be exposed to chemicals even though you may not be able to see or smell anything unusual. Symptoms include the following:

- x Difficulty with breathing
- x Changes in skin color
- x Headache or blurred vision
- x Dizziness
- x Irritated eyes, skin, or throat
- x Unusual behavior
- x Clumsiness or lack of coordination
- x Stomach cramps or diarrhea

Emergency Aid for Contaminated Persons

Administer any medical aid that you have been trained to give. Any ill or injured person must not be allowed to ingest anything, including water. The following steps should be followed:

- x While waiting for the arrival of Emergency Medical Services those contaminated must be isolated, remain in the vicinity, and provide their names to Emergency Responders.
- x Remove contaminated clothing or jewelry from the injury.
- x Avoid contact with others as much as possible.

- x Use lots of cool running water to flush the chemical from the skin. Running water will dilute the chemical fast enough to prevent the injury from getting worse.
- x Use the same treatment for eye burns, and remove any contact lenses. Be careful to flush the eye from the nose outward.
- x If no large amount of clean water is available, use a clean, dry cloth and gently brush the chemical off the skin, away from the victim and yourself. Do not use your bare hands!
- x If the chemical is on the face, neck, or shoulders, ask the victim to close his or her eyes before brushing off the chemical.
- x Cover the wound very loosely with a dry, sterile or clean cloth so that the cloth will not stick to the wound.
- x Do not put any medication on the wound.

Note: These procedures were taken from the American Red Cross and other national emergency management agencies.

For your safety during such severe weather conditions, please stay in your building unless otherwise directed.

If you have an emergency please contact Public Safety at Ext. 2222.

Appendix B-13: EAP -Disruptive Individual

Crisis on campus can be the result of violent, disruptive or criminal behavior. Everyone is asked to assist in making College a safe place by being alert to suspicious situations or persons, and promptly reporting them by calling the Department of Public Safety. Keep in mind that individuals using illegal drugs as well as individuals taking prescription medications and those needing insulin may appear disoriented or irrational.

Report individuals who appear to have no legitimate reason to be on campus; but approach all such individuals with caution.

Whenever calling the Department of Public Safety, be sure to indicate whether or not you need immediate assistance.

If you are a victim or a witness to any on-campus violation of the law such as assault, robbery, theft, overt sexual behavior, *etc.*, seek safety and call the Department of Public Safety or 911. Be prepared to provide the following information when reporting:

- x The nature of the incident
- x The location of the incident
- x A description of the person(s) and property involved

Appendix B-14: EAP Armed Intruder

If an armed intruder is observed on campus, call the Department of Public Safety immediately. Provide the following information and do not hang up until told to do so:

- x A description of the intruder
- x The exact location
- x The type of weapon (handgun, shotgun, rifle, etc.).
- x The actions of the intruder.

Do not approach the person. Allow the Department of Public Safety officers to handle the situation. Should gunfire or discharge of an explosive occur, seek cover immediately using all available concealment.

Call the Department of Public Safety or 911, and request Emergency Medical Services should an injury occur.

Carefully follow directions of the Department of Public Safety and Emergency Services personnel until you have been told that the crisis has been resolved.

Domestic Issues/Restraining Orders

Any employee or student of the college who has a restraining/protective order against them should provide a copy to the Dean of Students (for students), Office of Human Resources (for employees), and Department of Public Safety (for students and employees). Should the order be violated, the Department of Public Safety should be notified.

All staff and faculty members should be observant of actions and situations in the workplace that indicate a domestic issue. Domestic issues must be reported to the Department of Public Safety so that the situation may be handled.

Appendix B-15: EAP - Hostage Situations

During any sniper or hostage situation, the goal is to contain and isolate the individual with the gun or hostage(s), while limiting the number of potential hostages/victims. The steps to follow would therefore be as stated in the Firearms/Weapons section above:

- x DO NOT approach the person with the weapon.
- x Move immediately out of the area to a safe location.
- x Notify others as you leave the area.
- x Call the Department of Public Safety or 911 and inform them of the situation.
- x Do not re-enter the area, and take steps to prevent others from doing so until the authorities arrive
- x Once you are in a safe area, do not leave unless a Department of Public Safety officer, or a college employee under the direction of the Department of Public Safety arrives to escort you out.
- x Remain as calm and as quiet as you can.
- x Do not attempt to rescue others unless you have been trained, or can reach them in a safe manner.
- x Above all, do not endanger yourself.

Once notified of a sniper or hostage situation, the Director of Public Safety will use whatever communication system is available for the particular building involved to notify others in the building or on campus of a hostage or sniper situation. The Department of Public Safety may seal off the building and prevent others from entering it until the situation is resolved. The faculty and staff in the building involved in the incident should follow the *Four Ls* protocol. Faculty and staff in each room should then remain as calm and as quiet as possible and attempt to contact the Department of Public Safety or Police to advise them of their location, and the number of people in the room. In such a situation a cell phone is the best communication device to use.

If you see/hear/witness a hostage situation taking place:

- x Get away from being in immediate danger.
- x Call the Department of Public Safety (Ext. 2222), or 911 if appropriate.
- x Provide as much information as possible; *e.g.*, location of incident; number of hostage takers and hostages; physical description and names of the hostage takers (if known); any weapons the hostage takers may have; and your name, location and phone number.

If you are taken hostage:

- x Remain calm, be polite, and cooperate.
- x Avoid heroics and acting foolishly.
- x Do not try to be a negotiator.
- x Do not attempt to escape unless there is an extremely good chance for survival. It is better to be submissive and obey your captor(s).

- x Speak normally. Do not complain or become belligerent. Comply with all orders and instructions.
- x Do not draw attention to yourself with sudden body movements, comments or hostile looks.
- x Carefully observe the captor(s) and try to memorize their physical traits, voice patterns, clothing, and other details that can help provide a description later.
- x Avoid getting into political or ideological discussions with your captor(s).
- x Try to establish a positive relationship with your captor(s) and get to know them. Captors are generally less likely to harm you if they have a personal connection or respect for you.
- x If you are forced to present any type of demands to the authorities, either on tape or in writing, state clearly that the demands are from the captor(s). Avoid making any pleas on your own behalf.
- x Try to stay low to the ground or behind cover from windows or doors, if possible.

In a rescue situation:

- x DO NOT RUN. Drop to the floor and remain still. If that is not possible, keep your hands out and visible, bow your head, and stand still. Make no sudden movements that a tense rescuer may interpret as hostile or threatening.
- x Wait for instructions and obey instructions you are given.
- x Do not be upset, resist, or argue if a rescuer isn't sure whether you are a hostage or a hostage taker.
- x Even if you are handcuffed and searched, DO NOT resist. Just wait for the confusion to clear.
- x You will be taken to a safe area where proper identification and status will be determined.

Appendix B-16: EAP - Terrorist Threat

Any information concerning a terrorist threat should be referred to the Department of Public Safety. Be prepared to provide detailed information to the Department of Public Safety, such as

- x how the threat was received (*e.g.* verbally, email, telephone, *etc.*);
- x what the details of the threat conveyed were;
- x who made the threat, if known;
- x when the threat was made;
- x where the threat is be carried out;
- x why the threat was made.

Appendix B-17: EAP - Death on Campus

In the event of a death on campus, or if you discover a deceased individual, you should do the following:

- x Immediately clear the area of all individuals.
- x Notify the Department of Public Safety.
- x Secure the area until Department of Public Safety arrives.
- x Be prepared to provide as much information as possible about the deceased individual.
- x Remain in the area until released by Department of Public Safety officers.
- x Do not speak with the media about the incident until cleared to do so by the Director of Public Relations or the President of the College.
- x At a later date/time if you feel it is appropriate, contact Student Services about counseling for those involved in the incident.

Appendix B-18: EAP – Utility Emergencies

Any emergency involving a utility (for example, electrical wires, water mains or pipes, drains, restroom facilities, steam pipes, natural gas pipes) should be reported to College Police immediately. Call the Department of Public Safety (Ext. 2222), whose personnel will contact the appropriate personnel to respond.

Downed electrical power lines should always be treated as if they were charged with electricity. Do not go near downed electrical power lines. Go to a safe place and contact the Department of Public Safety (Ext. 2222).

A water-main break may be evidenced by water seeping up through a sidewalk or roadway. Avoid the area, as the water may have weakened the soil underground, which could collapse. Report the situation to the Department of Public Safety (Ext. 2222).

Leaking or broken water pipes or restroom fixture inside campus buildings should be reported immediately to Facilities during normal business hours, or to the Department of Public Safety during all other times.

Steam and natural gas pipe leaks can represent a critical emergency. Do not go near a leak. Evacuate the area and contact the Department of Public Safety.

Steam or vapor in the air, or excessively high-temperature conditions, could be indications of a steam leak. Do not go near or touch steam escaping from a pipe, as steam under pressure can cause serious burns.

Natural gas leaks may be noticed by the distinctive odor associated with natural gas. Do not turn on or off any lights or other electrical devices in the area where the smell is present. Leave the area as quickly as possible and contact the Department of Public Safety (Ext. 2222) from a safe location.

Appendix B-19: General Communications – Crime Prevention Safety Tips

Classrooms and Conference Rooms

- x Make a note of the room number of your classroom or conference room so if an emergency arises you will know where you are and can direct first responders to the proper location.
- x Make sure of the phone location in the room, and ensure the phone is working.
- x Make note of the closest emergency exits and shelter areas. Emergency procedures are posted in hallways, offices, classrooms, and conference rooms.
- x In the event of an emergency contact the Department of Public Safety by dialing (Ext. 2222) or call 911.

Offices

- x Make a note of emergency exits and shelters near your office area.
- x Know where the first aid supplies and fire extinguishers are located.
- x Secure all valuables by locking them up so they are out of sight.
- x Keep personal information and student personal information secure.
- x Whenever you leave your office, even for a few minutes, lock your desk, files, and office door.
- x If you work after hours or on weekends, please report to the College Police department to sign in. College Police need to know who is on campus, and where individuals are located on campus should an emergency occur

Lights and locks

Remember to shut down all equipment, turn off the lights, and lock the doors when leaving an office, conference room, or classroom. In areas with windows that can be opened, check to be sure they are closed and latched. This will promote safety, security and energy conservation.

Personal Belongings

Keep your belongings with you or lock them in a safe place. Never leave your belongings unattended, even for a few minutes.

When using the restroom, keep your backpack, purse, or other belongings out of the sight and reach of others.

Textbooks

- x Keep your textbooks with you, or leave them locked in a secure location.
- x Mark your books in a unique way you will remember, such as writing your initials on the inside margin of a certain page. This will help identify your books should they be lost or stolen.
- x To prevent identity theft, never write personal identifying information (such as your full name, address, or phone number) inside your books.
- x Report all thefts immediately to the Department of Public Safety.

Locker Rooms

- x When using the gym or fitness facilities, always secure your belongings in a locker with a padlock.
- x While showering, ensure your locker is locked. It only takes a second for a thief to steal your belongings.
- x Do not store valuable items in lockers. Lockers and locks can be broken open by thieves.
- x Valuables should be locked in the trunk of your vehicle.

Vehicles

- x Park only in legal spaces.
- x Roll up the windows and lock all the doors
- x Keep valuables out of sight, preferably locked in the trunk.

Personal Safety Tips

- x Walk to your cars in groups.
- x If you cannot find someone to walk you to your car, call the Department of Public Safety (Ext. 2222).
- x Have your car door key, office key, or remote opener in your hand and ready to use before walking to your car or office. If an emergency occurs, you will be ready to open your door.
- x Carry a cell phone.
- x Be aware of your surroundings at all times. Keep your eyes and ears open. Trust your instincts.
- x If you are being bothered or followed, call the Department of Public Safety (Ext. 2222), or dial 911. Walk to a College office and ask them to call the Department of Public Safety (Ext. 2222), or dial 911. Do not go to your car or to a remote area.
- x Report suspicious persons or activity to the Department of Public Safety.