EMERGENCY AND CRISIS MANAGEMENT PLAN

Updated – March 1, 2012
PURPOSE AND OVERVIEW

In many ways, a university campus is a small city with a variety of activities scheduled almost 24 hours a day. Members of the University community arrive and depart continuously and engage in activities largely on an open and flexible basis. The campus is also the home of resident students along with some faculty and staff. In order to provide a safe environment for people in the community during an emergency, disaster or crisis we have developed a plan to guide our response and procedures.

Business interruption planning has become a focus of companies and organizations in the 1990s. The topic covers many potential interruptions ranging from natural disasters to violent attacks on specific individuals. It includes planned responses to fire, earthquake, criminal activity, national crisis, and a variety of the other events. In the 1970s and 1980s institutions of higher education focused on Security of the community while in operation. In the 1990s earthquake preparedness became the priority concern for west coast college campuses. Currently, we are realizing that we must be prepared to respond to a number of other crises apart from emergencies that pose an immediate threat to people and property on the campus. These include isolated incidents of violence or campus-wide terrorism.

In developing a plan for preparedness and response to such events it is evident that this document will need to be continually reviewed and updated as circumstances change and as we learn from new experiences. For instance, prior plans assumed that cellular telephones would be the main back-up in the event of disruption to our traditional hardwired telecommunications systems. We have now learned this is not always a reliable back-up, so other communication plans need to be identified. In addition, we need to review the plan at least annually to ensure attention by the community and relevance of the procedures. It is the intent of the leadership of the institution to adopt the updated draft plan annually. Further, because this is an emerging plan, we have called this an Emergency and Crisis Management Plan. Over the years it is our intent to expand the plan to cover a variety of business interruptions, such as data loss due electrical storm, banking failures, etc. It has become clear from our work so far in developing the plan that it is a daunting task to cover so many possible events and so many possible outcomes. However, it is good to go through this planning as it sensitizes the community to think through the issues and be more attentive to risks that are there.

The essential generic elements of a good emergency and crisis management plan are communications, responsibilities, and preparedness, including provisions for response, as described below.

Communications: The Plan must be communicated in advance of an emergency so the community is cognizant of its contents. Both during and after an emergency, communication vehicles and protocols need to be established so a timely and effective response can be implemented and managed; calls for assistance and help can be delivered; and decisions disseminated to appropriate parties. For instance, since students come from all over the world,
the plan needs to identify how communication will be delivered to family and friends in the event of a disaster or other emergency, especially if normal channels are disrupted.

**Responsibilities:** The Plan needs to cover who is to develop and implement procedures for responding to emergencies and crises, who is to make decisions, and where decision-makers need to be after an event. Responsibilities for actions and responses need to be identified very clearly in advance.

**Preparedness and Provisions for Response:** The Plan needs to identify what should be done to prepare for emergencies. This includes minimizing hazards in buildings, establishing building evacuation routes and assembly areas, and conducting emergency drills. The Plan also needs to identify available equipment, supplies, and outside agencies that can respond to emergencies or assist the institution in resuming normal operations. It is important that providers and provisions be identified and secured prior to an emergency event.

**Assumptions:** Planning for the future involves a number of assumptions about both potential crisis and the university’s ability to respond. This plan was built on the following list of assumptions. While this list is in no way comprehensive, it is intended represent the framework from which the plan was initially developed.

- The President could be off-campus and out of communication with other university officials.
- Travel obstacles or even fatalities could prevent team members from being able to serve.
- City, county or state emergency responders (police, fire, etc.) may not be available to respond for 3 or more days.
- Since different scenarios require different command structures a maximum flexibility continuum of command structure is necessary.
- University employees are willing to be trained and participate in practice drills.
- Adequate budget resources will be made available (over a period of 2-5 budget years) to support the plan.
- This plan is an ongoing project that both details ways to respond to emergency and crisis situations and initiates preparation efforts by all university departments.

Preparing for crisis response is a community effort that requires the cooperation of administrators, staff, faculty and students to be effective. While many people have worked on the plan, our Director of Security, Joel Butz should be highlighted as the primary coordinator of this project. In addition, credit is given to Seattle Pacific University for the initial structure and content from which this plan was adapted.

Now, it is time to work together in preparation for events we hope to never face. The place to start is with the cooperation of all our employee taking responsibility for reviewing the provisions of this entire plan and to becoming knowledgeable about the provisions that are specifically applicable to them. As we prepare together, we are strengthening our ability to provide the safest possible community today and in the future.

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*Emergency Crisis Management Team*
PREFACE

Northwest University is concerned with the welfare of faculty, staff and students at all times. Since crisis or emergency situations are a potential threat to the safety of those at the University, it is essential that a thorough Emergency and Crisis Management Plan be developed and implemented.

Faculty, staff and students must be aware of the emergency procedures that will be utilized in a time of crisis. This manual provides the framework for this task.

It is hoped that we will be spared the need to implement these emergency procedures. However, a thorough understanding of this plan offers the greatest hope for providing maximum safety if a serious emergency does occur.

KEY TERMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ECI</td>
<td>Executive in Charge of the Institution</td>
</tr>
<tr>
<td>ECMT</td>
<td>Emergency and Crisis Management Team</td>
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<tr>
<td>CSOT</td>
<td>Core Support Operations Team</td>
</tr>
<tr>
<td>CT</td>
<td>Communication Team</td>
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<tr>
<td>OHERT</td>
<td>Off-Hours Emergency Response Team</td>
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<tr>
<td>CERT</td>
<td>Community Emergency Response Teams</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>BEC</td>
<td>Building Emergency Coordinators</td>
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INTRODUCTION

It is the intent of this Emergency and Crisis Management Plan to provide for the safety and welfare of Northwest University’s faculty, staff and students in the event of a campus wide crisis or natural disaster event.

The Plan is divided into two volumes:

Volume I – Preparing for the Future
Volume II – Responding to Emergencies and Crises

Supporting information is provided in a series of appendices.

Need to Plan for Emergencies and Disasters
The likelihood of a disaster occurring in the Puget Sound region and impacting Northwest University is growing. The University community expects effective leadership during an emergency, should one occur. This is particularly true because students are involved. Decisions made early in the event may have far reaching consequences.

Without planning, no organization can be prepared for sudden and potentially destructive events. Northwest University, like all educational institutions in this region, is vulnerable when disasters hit because large numbers of people are collected in a relatively small location. Emergencies and disasters can have devastating effects on faculty, staff, students, and their families. This Emergency and Crisis Management Plan is designed to prepare for an emergency and provide guidance and initial direction for the University's faculty, staff and students in the event of one.

NU Emergency and Crisis Management Team
As described in Volume I, a standing emergency and crisis management leadership team has been established to periodically review the Emergency and Crisis Management Plan and to provide leadership during its implementation. As described in Volume II, most members of this team will also play an active role during an emergency.

Objectives and Procedures of the Emergency and Crisis Management Plan
The following are the major objectives of the Emergency and Crisis Management Plan:

1. To help ensure the safety and well-being of students, faculty and staff
2. Provide initial medical assistance (first aid)
3. Protect University property, assess damage and prevent further damage
4. Restore and repair physical systems and utility services
5. Coordinate activities with local authorities
6. Communicate with constituents of the University (internal and external), media and other entities supporting and interacting with the institution during and after the crisis
7. Restore the University to normal operations and services as soon as it is practicable

The University's role in an emergency is one of both intervention and management. The
University’s response during an emergency will require actions by many faculty and staff. The active involvement of University personnel in appropriate actions will assure everyone that students' safety is a primary consideration. As University officials take over the management of an emergency, faculty and staff can turn their attention to the specific needs of students, each other and any visitors on campus.

Northwest University has developed a response plan in cooperation with the Kirkland, Washington CERT emergency management team.
Emergency and Crisis Management Plan

1.0 VOLUME I: PREPARING FOR THE FUTURE
1.1 Emergency Preparedness Responsibilities

The specific responsibilities for preparing for an emergency are described below. However, it is the responsibility of all faculty and staff to become familiar with the Emergency and Crisis Management Plan and to be prepared for emergencies. Deans, Directors and Department Chairs have a special responsibility to assure that the faculty and staff within their departments are prepared to respond appropriately during an emergency. In addition, students must be made aware of the procedures that they will be expected to follow during an emergency, including building evacuation plans.

Clearly defining key leadership roles during an emergency is essential to being prepared to respond effectively. During an emergency, there will be little or no time to establish a leadership plan that defines the university’s response, communications and core services responsibilities. Accordingly, planning for emergency management leadership has been developed to assure that appropriate University leadership will be available to respond to emergencies. Additional information about the responsibilities of the leadership teams is provided in Volume II.

This leadership planning provides for an Emergency and Crisis Management Team (ECMT), a Core Support Operations Team (CSOT), a Communications Team (CT) and the Executive in Charge of the Institution (ECI) working in coordination with each other. The ECMT is the supervising team and when all teams meet together, the facilitator of the ECMT leads the joint meeting. There is overlap on each team and the facilitators from each team also serve on the ECMT.

The members of ECMT are individuals who have been trained on the plan and who have specific administrative responsibility or special expertise and knowledge that is relevant to a campus response to emergency situations.

The Executive in Charge of the Institution (ECI) is the President or other highest ranking member of the Administrative Team available during the period of emergency response to authorize emergency actions, closures and communications recommended by the ECMT.

In the event of an emergency the ECMT will immediately move to the designated Emergency Operations Center. In addition to other response actions the ECMT will determine whether the CSOT and CT need to convene for further response and action and what other personnel should join the ECMT if available for managing the emergency.
1.1.1 Emergency Management Leadership Teams

1.1.1.1 Emergency Crisis Management Team (ECMT)
- Planning NU’s emergency response
- Decision-making during an emergency response

The Emergency and Crisis Management Team (ECMT) will serve as the lead team for the University in the management of emergency response activities in consultation with the Executive in Charge of the Institution (ECI). The Vice President for Student Development will serve as the facilitator of the ECMT. In his absence, the CFO will serve as the facilitator followed in his absence by the Provost. The ECMT in its initial response to an emergency may elect to call other staff and faculty to join the team if it is deemed appropriate and useful in respond to the specific emergency. It is anticipated, but not required, that these additionally called individuals will most likely come from either or both of the CSOT and CT described below.

The ECMT will also serve as the lead team in assuring that the University is prepared for emergencies. The Team will meet at least annually to review the Emergency and Crisis Management Plan and provide recommendations for improvements. Members of the ECMT also have an on-going responsibility to assist with emergency preparedness activities related to their individual areas of administrative responsibility and expertise.

During an emergency, the ECMT will assemble immediately at the Emergency Operations Center (EOC) [Additional information located at 1.4.1 and 2.2]. The ECMT members will be summoned to the Emergency Operations Center by the Vice President for
Student Development’s Office and/or the Security Office. If not contacted directly, they should report on their own accord after becoming aware of a campus emergency, including an earthquake of 5.0 or greater.

### Emergency and Crisis Management Team (ECMT)

<table>
<thead>
<tr>
<th>Team Members</th>
<th>Leadership Role</th>
<th>Additional Teams</th>
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</thead>
<tbody>
<tr>
<td>President</td>
<td>Executive In Charge**</td>
<td>OHERT*</td>
</tr>
<tr>
<td>VP for Student Development</td>
<td>Primary Facilitator</td>
<td>CSOT/ ECI (Tertiary)</td>
</tr>
<tr>
<td>CFO</td>
<td>Secondary Facilitator</td>
<td>CSOT/ ECI (Secondary)</td>
</tr>
<tr>
<td>Provost</td>
<td>Tertiary Facilitator</td>
<td></td>
</tr>
<tr>
<td>VP of Advancement</td>
<td>Crisis Site Manager</td>
<td>CT</td>
</tr>
<tr>
<td>VP of Enrollment Management</td>
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<td>OHERT</td>
</tr>
<tr>
<td>Campus Pastor</td>
<td></td>
<td>OHERT/ CSOT</td>
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<tr>
<td>Security Director</td>
<td></td>
<td></td>
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<tr>
<td>Faculty Council Chair</td>
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<tr>
<td>Dean of the College of Social and</td>
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<tr>
<td>Behavioral Sciences</td>
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</table>

* **OHERT: Off Hours Emergency Response Team:** OHERT is called into action if an emergency occurs outside of regular business hours (Monday through Friday 8:00 a.m. to 5:00 p.m.) on weekends or during holidays. See Appendix G for additional detail.

** Executive in Charge of the Institution (ECI)**

The Executive in Charge of the Institution (ECI) will provide the authorization for any major decision recommended by ECMT, including extended school closures, major communications, significant expenditure of funds or other necessary critical actions.
1.1.1.2 Communications Team (CT)

The CT is responsible for developing and delivering communications to the NU Community (faculty, staff and students), media, families of students, alumni, donors and other external groups on the status and actions of the University in response to an emergency. It will plan for and provide the communication link to others that need to know status of plans, facilities, people and decisions that are made by the Executive in Charge of the Institution or ECMT.

Unless otherwise determined by ECI or ECMT, the official spokesperson for the university is the Vice President of Advancement and this position will provide official releases to the community and media.

<table>
<thead>
<tr>
<th>Communications Team (CT)</th>
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<tbody>
<tr>
<td><strong>Team Members</strong></td>
</tr>
</tbody>
</table>
| VP for Advancement  
Director of Marketing | **Primary Facilitator**  
Secondary Facilitator | ECMT |
| Director of Student Programs  
Admin for VPSD  
Alumni Director  
Web Designer  
Media Coordinator | Student Communication  
Parent Communication  
Alumni Communication  
NU web page  
Eagle web page | |

**CT Facilitators are responsible for the following preparation:**

- Meeting with CT at least annually.
- Forwarding recommendations for additional training and/or budgetary concerns on to ECMT for further consideration.
- Annually reviewing communication protocols with ECMT, OHERT and CSOT.
- When planning extended absences, notifying other CT facilitator(s) and EMCT leadership on dates when away from campus.
- Maintain an electronic copy of communication protocols developed for various emergency scenarios off-site as back-up to the EOC files.
- Plan and prepare in advance the communication protocols and relationships to be relied upon during a various emergency scenarios. Protocols will include samples of messages to provide to internal as well as to key constituents and the media.
- Prepare equipment coordination for all internal and external communication purposes.
The following chart provides the most likely scenarios to occur.

<table>
<thead>
<tr>
<th></th>
<th>Earthquake</th>
<th>Power Outage</th>
<th>Armed Intruder</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty &amp; Staff</td>
<td>e.g. What message should be placed on office phones if building is closed for an extended period?</td>
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<tr>
<td>Students</td>
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<tr>
<td>Families</td>
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<tr>
<td>Alumni / Friends</td>
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<tr>
<td>Board of Directors</td>
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<tr>
<td>Media</td>
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- Develop a training plan focused on effectively handling questions posed by media representatives for ECMT and selected other administrators. Determine appropriate cycle for administering the training.
- With the Dean of Community Life to determine what level of training may be useful for student leaders to prepare them for potential questions by the media.
- Determine appropriate location to meet with multiple media representatives on campus to facilitate timely updates to an unfolding story.

**In the event of major emergency: CT Responsibilities**

If a major event were to occur (e.g. earthquake), members of ECMT would quickly gather in the Emergency Operations Center while **CT members are expected to first manage the initial response within their department by:**

- Caring for their people and seeing to their safety – faculty, staff and students.
- Following directions provided by Security, Building Emergency Coordinators, or other first responders (e.g. Kirkland Police and Fire Department personnel).
- If operations are disrupted, assess the status of their own department systems and/or critical records **required** to reestablish department operation.
- If time allows and if safe to do so, assess the physical environment and notify Security of potential hazards.
- Members of the CT may be asked join the ECMT, or CT may be asked to meet to review the situation and to provide recommendations for ECMT’s consideration. CT members will be notified by one of several means to come to the Emergency Operations Center -- phone, cell phone, email, Eagle web page, and/or via runner.

**1.1.1.3 Core Support Operations Team (CSOT)**

The Core Support Operations Team (CSOT) is responsible to plan for the preparedness and response to emergencies as it relates to the ongoing core educational and support services of the University. **This planning is focused on bringing the University back to a fully functioning learning community.** CSOT also develops the guidelines to be used for each department required to submit an emergency plan and to recommend additional areas where training may be required for managing emergency situations in specific locations (e.g.
Classrooms or residence halls). The departments listed in the chart below are expected to annually review and forward an updated plan to the CSOT facilitator no later than August 15th for posting prior to the start of each academic year.

### Core Support and Operations Team (CSOT)

<table>
<thead>
<tr>
<th>Team Members</th>
<th>Leadership Role</th>
<th>Additional Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provost</td>
<td>Primary Facilitator</td>
<td>ECMT</td>
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<tr>
<td>CFO</td>
<td>Secondary Facilitator</td>
<td>ECMT</td>
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<tr>
<td>Assistant Provost</td>
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<tr>
<td>Registrar</td>
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<td></td>
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<tr>
<td><strong>Will report as requested by the Provost:</strong></td>
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<tr>
<td>Dean, College of Ministry</td>
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<tr>
<td>Dean, College of Arts and Sciences</td>
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<tr>
<td>Dean, College of Social and Behavior Sciences</td>
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<tr>
<td>Dean, School of Business</td>
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<tr>
<td>Dean, School of Education</td>
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<tr>
<td>Dean, School of Nursing</td>
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<tr>
<td>Campus Pastor</td>
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<tr>
<td>Dean of Community Life</td>
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<tr>
<td>Director of Counseling</td>
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<td>Director of Housing</td>
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<td>Athletic Director</td>
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<tr>
<td>Food Service Manager</td>
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<tr>
<td><strong>Student Life</strong></td>
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<tr>
<td>Chapel</td>
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<tr>
<td>Residence Life</td>
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<td>Student Care</td>
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<td>Campus Housing</td>
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<td>Athletic Events</td>
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<td>Campus Dining</td>
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<td><strong>Facility and Business</strong></td>
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<td>Accounting</td>
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<td>Condition of Facility</td>
<td>OHERT</td>
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<tr>
<td>Communication and Information Systems Applications</td>
<td>OHERT</td>
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<tr>
<td>Communication and Information Systems Infrastructure</td>
<td>OHERT</td>
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</table>

CSOT Facilitators are responsible for the following planning:

- Meeting with CSOT at least annually.
- Working with deans and directors (from the departments noted in the CSOT chart) to annually review and edit their emergency plan. The plan includes training their
department on the plan. Plan updates are due annually by August 15th. Plans are posted to CSOT’s public folder under “Preparing for an Emergency”. Each year a new folder is created containing the following CSOT materials:

- Roster of CSOT members
- Checklist of critical/strategic operations that need to be addressed before resuming normal University operations
- Individual Departmental Emergency Plans

☐ Forwarding recommendations to ECMT for additional training and/or budgetary concerns.

☐ When planning extended absences, notifying other CSOT facilitator(s) and EMCT leadership on dates when away from campus.

☐ Maintaining an electronic copy of all departmental emergency plans off-site as back-up to the EOC files (Primary and Secondary).

**Departmental Emergency Plan Components include:**

1. **Collect Contact Information** from the Primary, Secondary and Tertiary department leaders (name, title, office location, office phone number and email; home/cell phone numbers)

2. **Identify the Key Goals** to be addressed in the plan, such as:
   - **Do** as much ahead of time as possible.
   - After an event -- tend to people first: safety, physical and emotional wellness.
   - Get the Department operational as soon as possible after an event.
   - Identify and organize resources and assets.
   - Develop documents and training for Departmental staff.
   - Develop documents and training for vendors, consultants or other non-NU organizations with whom the Department works.
   - Be prepared for emergencies such as: Nature (earthquake, storms), Fire, Hazardous Waste Spill, Assaults against the University (armed intruder, bomb threat), loss of utilities, and other types of infrastructure damage.
   - If CIS is damaged, expect disruption of computer systems for up to one month and potential loss of data (7-13 days) which the department may need to recover.

3. **Identify Key Business Operations &/or Services** and outline what it would take to become operational. This includes:
   - Listing of potential problems that may arise connected to:
     - People -- NU employees, students, families, visitors, etc.
     - Systems, operations, and/or critical records
     - Money and financial transactions
     - Campus environment - buildings, infrastructure
     - External groups -- vendors, government agencies, or other organizations
   - Outlining departmental response depending on the duration of the service disruption (e.g. from a few hours to several days to one month)

4. **Address resources required and actions** tied to each of the emergency response phases:
   - Pre-event planning efforts – includes annual review of the plan and training departmental faculty and/or staff.
   - After an event: Initial Response (1-3 hours)-- Identify departmental priorities for becoming operational
• After an event: Extended Period: What is your planned approach to an extended disruption of service (hours/days/weeks); identify available assets and resources required to become operational.

In the event of a major emergency: CSOT Responsibilities
If a major event were to occur (e.g. earthquake), members of ECMT would quickly gather in the Emergency Operations Center while **CSOT members are expected to first manage the initial response within their department** by:

- Caring for their people and seeing to their safety – faculty, staff and students
- Following directions provided by Security, BECs, or other first responders (e.g. Kirkland Police and Fire Department personnel)
- Assessing the status of business operations, systems and/or critical records required to become operational
- If time allows and if safe to do so, assess the physical environment and notify Security of hazards

After the first few hours have passed CSOT may be assembled or asked join the ECMT to review the situation and provide information regarding individual departments. CSOT members will be notified by one of several means to come to the Emergency Operations Center: text message, phone, cell phone, email, NU web page, and/or via runner.

The level and extent of housing, food, education, scheduled events, and other primary services of the University will vary depending on the circumstances. The CSOT will implement decisions made by ECMT as it relates to core educational and support services of the University. This team will also work in coordination with the CT as necessary to communicate to community members ECMT decisions related to the reestablishment of academic and student life services.

The CSOT in its initial response to an emergency may elect to call other staff and faculty to join the team if it is deemed appropriate and useful in response to the specific emergency.

1.1.1.4 Off Hours Emergency Response Team (OHERT)

The Off-Hours Emergency Response Team (OHERT) membership has been formed in consideration of the members’ knowledge of University operations and the proximity of their home to campus. It is the responsibility of this group to **direct the University’s immediate response** to an emergency that occurs outside of normal business hours (Monday through Friday; 8:00am to 5:00) and on weekends and holidays. OHERT members will report to the Emergency Operations Center (EOC) immediately upon either (1) realization that an emergency has occurred or (2) notification by the Vice President for Student Development or Security Office of an emergency situation. The Vice President for Student Development or Security Office also will notify members of the ECMT of the emergency as soon as it is feasible to do so in consideration of other actions necessary to protect human life and facilities. **Until such time as the ECMT members can arrive and become informed and operational, it may be necessary for the OHERT to assume the duties of the CSOT and CT groups as well as those of the ECMT.** It is intended that OHERT members will assume their assigned emergency roles and duties when the membership of the ECMT, CSOT and CT teams are present and functioning.
1.1.2 EMERGENCY PREPAREDNESS RESPONSIBILITIES OF KEY ADMINISTRATORS

The Vice President for Student Development, the CFO, the Provost, the Vice President for Student Development and the Director of Security have key roles in assuring that the University is prepared for emergencies. Their major responsibilities are described below.

1.1.2.1 Responsibilities of the Vice President for Student Development

- Convening the Emergency and Crisis Management Leadership Team at least annually to review the Emergency and Crisis Management Plan and related preparedness issues.
- Convening and leading the Emergency and Crisis Management Leadership Team in response to university emergencies.
- Providing periodic briefings to the Administrative Team and the Board of Directors on the status of the University’s Emergency and Crisis Management Plan and related issues.
- Schedule University-wide emergency response drills.
- Meet at least annually with the Director of Security (Plan Implementation Coordinator) to review the status of the emergency preparedness activities that have been identified in this Plan as Security Director specific responsibilities.
- Ensure that all University employees and contractors are aware of their individual responsibilities and knowledgeable of the operational aspects of the Plan during an emergency.

1.1.2.2 Responsibilities for the CFO

- Assisting the Vice President for Student Development in convening the Emergency and Crisis Management Leadership Team to review the Emergency and Crisis Management Plan and related preparedness issues.
- In the absence of the Vice President for Student Development, serving as the
Facilitator of the Emergency and Crisis Management Team.

- Meeting at least annually with the Maintenance Director to review the status of the emergency preparedness activities that have been identified in this Plan as being their specific responsibilities.
- Maintaining critical facilities records.
- Developing emergency shutdown procedures.
- Selecting and training an adequate number of personnel to affect the safe shutdown procedures of all operations and processes.
- Maintaining emergency equipment in a state of readiness for any emergency.
- Confirming that the designated evacuation routes and emergency assembly areas would be safe during an emergency and recommending alternative routes and areas, if necessary.
- Insure emergency/evacuation plans are posted in every classroom, meeting room office area, and residence.

1.1.2.3 Responsibilities of the Provost

- Convening the Core Support and Operations Team (CSOT) at least annually to review department planning for emergency and crisis management.
- Convening and leading CSOT in response to university emergencies with the focus of bringing the University back to a fully functioning learning community.
- In the absence of the Vice President for Student Development and CFO, serving as the Facilitator of the Emergency and Crisis Management Leadership Team.

1.1.2.4 Responsibilities of the Director of Security

- The Security Director, under the supervision of the Vice President for Student Development, will serve as the University’s Emergency and Crisis Management Plan Implementation Coordinator.
- Facilitating training for the designated and alternative Building Emergency Coordinators (BEC’s) and other staff identified for CERT training.
- Reviewing evacuation plans for all University buildings and assuring that shelter and fallout protection areas are designated.
- Working with appropriate staff to ensure sufficient amount of emergency supplies and equipment to implement the operational requirements of the plan, and regularly reviewing the status and suitability of emergency equipment.
- Insuring that a phone list of all emergency agencies and officials, including law enforcement, fire, medical, and FEMA, is available in all administrative offices, the Security Office and any other locations designated as potential Emergency Operations Centers.
- Assisting the VPSD in scheduling emergency drills and providing for the evaluation of these drills, including the preparation of reports to the Emergency and Crisis Management Team.
- Coordinating with various emergency service agencies in the local vicinity to determine their responsibilities and expected roles during different types of emergencies.
- Providing a copy of NU’s Emergency and Crisis Management Plan and any updates to appropriate public agencies, including the Kirkland Fire and Police Department.
☐ Annually updating a printed copy of the departmental emergency plans received from CSOT in the Emergency Operations Center (by August 15th) to insure most current plans are available.

☐ Keeping VPSD (and other Administrative Team members if necessary) informed of the latest warning signals of a pending emergency situation.

1.1.3 Responsibilities of Building Emergency Coordinators (BEC)

Building Emergency Coordinators for each University building will be nominated by the security director and appointed the Administrative Team. For large buildings containing more than one department, Building Emergency Coordinators may be designated for individual departments. Building Emergency Coordinators will play a lead role in emergency preparedness and response for individual buildings. For Residence Halls, the Area Coordinators will serve as the Building Emergency Coordinators.

Building Emergency Coordinators should:

☐ Meet at least annually with all building occupants to review the procedures that would be followed during an emergency.

☐ Confirm that maps showing evacuation routes have been posted in conspicuous locations in the building(s) for which they are responsible. If maps indicating evacuation routes have not been posted in circulation areas, classrooms and laboratories, the Implementation Coordinator should be contacted and asked to install appropriate signage.

☐ Receive training in CERT/first-aid/CPR/AED/blood borne pathogen policy.

The Director of Security or designate should meet at least annually with all of the Building Emergency Coordinators to review the progress that has been made in preparing buildings and their occupants for emergencies, and to review and update BEC emergency training (e.g. building evacuation and lockdowns).

1.1.4 Responsibilities of Faculty Members

Faculty members have a special responsibility for their students during emergencies that take place while classes are in session. As described in Volume II: Responding to Emergencies and Crisis, faculty members are responsible for:

☐ Communicating, on the first day of each semester, evacuation routes and assembly site information posted in each classroom.

☐ Providing appropriate directions to students during drills and emergencies.

☐ Promptly responding to directions given during an emergency or during emergency drills given by Security, Building Emergency Coordinators, and emergency responders (e.g. Kirkland Police or Fire Department personnel).

☐ Implementing evacuation plans in classrooms and laboratories by guiding students to the evacuation sites where Building Emergency Coordinators will initiate a roll call process.

☐ Remaining with their students during and after an emergency situation (e.g. building evacuation, lockdown) until released by a ECMT member.

☐ Maintaining up-to-date rosters of their classes available at all times, as it will be
used during roll calls at emergency assembly areas.
- Reviewing the University’s emergency response pamphlet.
- Participating in the University’s on-line tutorial for NU’s emergency response.
- Notifying Security of any emergency situation that arises.
- Minimizing hazards in the workplace (see Volume I, Section 2).
- Deans, Department Chairs and Building Emergency Coordinators should routinely provide reminders to faculty of their responsibilities during an emergency.

1.1.5 RESPONSIBILITIES OF STAFF MEMBERS

Many University staff members will be delegated specific emergency preparedness responsibilities by members of the Emergency and Crisis Management Team and the Building Emergency Coordinators. Although not every staff member will be actively involved with emergency preparedness activities, all staff have the responsibility to inspect their own work area for potential hazards, help to reduce hazards in the workplace, and become familiar with the procedures to be followed during an emergency. Every staff member should take the time now to review the University’s emergency response plan and to contact their supervisor if there are any questions regarding the plan and their role in emergency preparedness activities.

Staff members are responsible for:
- Promptly responding to directions given during an emergency or during emergency drills given by Security, Building Emergency Coordinators, and emergency responders (e.g. Kirkland Police or Fire Department personnel).
- Reviewing the University’s emergency response plan which provides instructions on how to respond during different emergencies (e.g. earthquake, building lockdown, hazardous spill, etc.).
- Notifying Security of any emergency that arises on campus.
- Minimizing hazards in the workplace (see section 1.8).

1.1.6 RESPONSIBILITIES OF STUDENTS

In case of a major disaster, NU students must be prepared to shelter in place. Students already in leadership positions such as resident life staff will be delegated specific emergency response duties under the guidance of NU staff or faculty. All students should review the “Three Days Three Ways” preparedness guidelines at http://www.govlink.org/3days3ways/.

It is strongly encourage that students prepare for an emergency by:
- Having a disaster supply kit in your car or dorm room with a minimum of three day’s of food, three gallons of water, a battery-operated radio, flashlight, batteries, blanket, extra clothes, sturdy pair of shoes, and alcohol-based hand wash. Have special needs items in your kit like a supply of needed medications for a minimum of three days or an extra pair of eyeglasses [see also 1.5.1].
- Having a communication plan to notify your relatives of your situation. In a major disaster local telephone trunk lines are typically flooded with calls to that point that emergency response personnel can no longer communicate in order to coordinate recovery activities. All students should develop an “out of area contact” communication plan as follows:
  - Educate your family not to call in to NU to check on you but to wait for you to
communicate with them.

- Use text messaging whenever possible as most cell phones can still text even when there is not enough signal for voice contact.

- If you must make voice contact, call a relative with a long distance telephone number (do not call anyone with 206, 253, 360, or 425 area code) and then have that relative relay messages to any other relatives or friends. Designate an out of area contact ahead of time and make sure your family knows that this is how you will be communicating with them in the event of an emergency.
1.2 CERT Operations

The national Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members will be prepared to assist others on campus following an event when professional responders are not immediately available to help.

The City of Kirkland has offered to provide CERT training classes for key Northwest University campus emergency responders. In addition, training is available through an online at https://www.citizencorps.gov/cert/training_mat.shtm. Employees who should be trained in CERT operations include the Building Emergency Coordinators, Security Officers, Maintenance Staff, Resident Deans, the Directors of Community Life, Housing, Counseling and other staff members as identified by the ECMT.

During an emergency requiring Community Emergency Response Team (CERT) operations, teams will be established by the ECMT or the Security Director and dispatched from the Emergency Operations Center.

CERT teams will be assemble as necessary and will be notified when there is a need to assemble at the Emergency Operations Center during an emergency. However, other staff, faculty and student volunteers who are available at the site of CERT operations may also be asked to participate. CERT operations can be dangerous and should not be attempted without the supervision of a CERT team leader.

Using a pre-established sweep pattern, Community Emergency Response Teams will visually inspect every room in every building to determine if individuals are trapped or need medical assistance. Assistance will be provided to those who are trapped or need help in evacuating a building. If medical assistance is needed, the Response Team will immediately report the specific location of the injured individual to the Emergency Operations Center, who will summon a First Aid Team. In some cases, CERT team members with first aid training may provide emergency care (i.e. applying a bandage or tourniquet to stop bleeding). A CERT accounting form should be used by each team member to record the rooms that are inspected, the location and number of any injuries or fatalities, and structural damage or other hazards. A copy of the recommended form is included in Appendix A. Multiple copies of this form will be available at the Emergency Operations Center.

Community Emergency Response Teams should be equipped with master keys, fire extinguishers, shovels, crow bars, gloves, hard hats, flashlights, first aid kits and appropriate communications equipment. If additional equipment is necessary, the Emergency Operations Center should be notified.
1.3 Preparing for Building Evacuations

1.3.1 Identifying Evacuation Routes
Evacuation routes have been identified for all University buildings. Building Emergency Coordinators should confirm that maps showing evacuation routes have been posted in conspicuous locations in the building for which they are responsible. If maps indicating evacuation routes have not been posted in circulation areas, classrooms and laboratories, the Director of Security should be contacted and asked to install appropriate signage.

1.3.2 Identifying Emergency Assembly Areas
Emergency assembly areas have been identified in Appendix C for each University building. Both primary and secondary locations have been identified, using the following criteria:

- The areas should be open, away from buildings, power lines, poles and trees that can fall and injure people.
- The areas should be large enough to hold the estimated number of people who might gather at each site.
- The areas should be easily and safely accessible from building exits.
- The areas should be accessible to emergency service personnel.
- The areas should not hinder access to fire hydrants and primary emergency access routes.

1.3.3 Developing Awareness and Conducting Emergency Drills
The University’s Emergency and Crisis Management Plan cannot be effective if faculty, staff and students are not familiar with the procedures that should be followed during an emergency.

It is the responsibility of the Director of Security to develop and maintain awareness of the University’s Emergency Response Plan and schedule periodic (at least annual) drills, including the evacuation of all buildings. Supplemental drills may be organized and implemented by the Building Emergency Coordinators with the approval of the Director of Security.

Faculty must be especially aware of their role during drills and actual emergencies. It is each faculty member’s responsibility to provide appropriate directions to students during drills and emergencies. (See Volume II for specific procedures and recommended responses during various types of emergencies.) At the first day of each academic semester, faculty members should review with their students the evacuation routes and assembly areas for classrooms and laboratories. If evacuation routes are not posted, the Building Emergency Coordinator or the Director of Security should be contacted immediately.

1.3.4 Communicating Evacuation Notice Through the Use of Building Sirens
Use of the existing fire alarm siren should be considered for evacuation notification beyond its intended use for a fire emergency. Further, a building lockdown alarm notification should be considered. This could include a building or campus wide audio broadcast or messaging system.
1.4 Emergency Operation Centers & First Aid Stations

1.4.1 Identifying and Equipping Emergency Operation Centers
Emergency operation centers (EOC) will be identified and equipped to serve as the focal point for directing and coordinating activities during responses to emergencies. If the highest priority center is not available for any reason during an emergency, the operations will shift to the next highest priority.

Each of the centers should be equipped with at least three copies of the Emergency and Crisis Management Plan; multiple copies of forms that would be used during an emergency (including those in Appendix A); up-to-date directories of individuals and agencies that might be asked to assist during an emergency response; current lists of Emergency Response Team members; emergency contact information; emergency food and water rations; appropriate communications devices; and first aid kits. The Director of Security will be responsible for equipping the Emergency Operation Centers and assuring that all supplies and directories are present and kept up-to-date.

Security will maintain on file the most recent Core Support and Operations departmental emergency plans. Plans are annually reviewed and updated prior to the start of the academic year, and are to be submitted by August 15th.

1.4.2 Identifying, Equipping and Staffing First Aid Stations
The primary First Aid Station to be used in case of an emergency is located in the Wellness Center in Greely Student Services Center. If, for some reason, this station is not available, a temporary First Aid Station will be established on the lower floor of the HSC and/or in Perks lounge.

The names and phone numbers of all University faculty and staff who could assist with first aid and patient care during an emergency should be kept on a roster at the primary First Aid Station. Those individuals should be made aware by the Director of Security and the Health Services Director that they would be expected to report to the designated First Aid Station during an emergency to determine if they are needed to assist with the treatment of injuries.

It is the joint responsibility of the Director of Security and Health Services Director to keep the list of individuals current and to identify other University personnel who might assist with first aid during an emergency. During an emergency, the Health Services Director or her/his designee will determine how each individual should assist in the administration of first aid.

The following medical supplies should be maintained at the primary and secondary First Aid Stations (estimated quantity for 300 patients at each location). Substantial, but more limited, first aid supplies are kept at the Security Office and the athletic training room in the Pavilion.
<table>
<thead>
<tr>
<th>Use</th>
<th>Item</th>
<th>Quantity for 300</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bleeding</td>
<td>Gauze sponge pads, 2” x 2”; 2 per envelope</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Gauze sponge pads, 4” x 4”</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>Eye dressing pads, 4 sets per package</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Sanitary napkins, maxi pads</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Band-Aids, 1” x 3”</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>Band-Aids, 2” x 4½”</td>
<td>100</td>
</tr>
<tr>
<td>Sprains</td>
<td>Cold packs</td>
<td>10</td>
</tr>
<tr>
<td>Fractures</td>
<td>Wood splints, 18” x 2 3/8”</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Tongue depressors</td>
<td>12</td>
</tr>
<tr>
<td>Dressings</td>
<td>Surgical tape, 1” x 12 yd. roll</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Triangular bandages</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Safety pins, 1” size</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>King elastic gauze, 4” x 5 yd. roll</td>
<td>12</td>
</tr>
<tr>
<td>Shock</td>
<td>Rescue blankets, 54” x 80”</td>
<td>11 – 20</td>
</tr>
<tr>
<td></td>
<td>Coats, as available</td>
<td></td>
</tr>
<tr>
<td>Sterilization</td>
<td>Betadine, package</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Matches, large box (waterproof)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Soap, large</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Alcohol, 32 oz. plastic bottle</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Water, bottled gallons</td>
<td>5</td>
</tr>
<tr>
<td>Medication</td>
<td>Aspirin or Tylenol, 100 tablets</td>
<td>2</td>
</tr>
<tr>
<td>Information</td>
<td>Red Cross First Aid Manual</td>
<td>2</td>
</tr>
<tr>
<td>Eye Irrigation</td>
<td>Eye stream, bottle</td>
<td>4</td>
</tr>
<tr>
<td>Hypothermia</td>
<td>Garbage bags, large plastic (to use as ponchos and/or space blankets</td>
<td>450</td>
</tr>
<tr>
<td>Diabetes</td>
<td>Sugar (available in the Dining Hall kitchen)</td>
<td></td>
</tr>
<tr>
<td>Hyperventilation</td>
<td>Brown bags, lunch size</td>
<td>100</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>Tweezers, needle nose Scissors, 1000 4” Paper cups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cotton balls, Blood pressure cuff, Thermometer (w/100 sleeves)</td>
<td></td>
</tr>
</tbody>
</table>
1.5 Planning for Providing Essential Service During an Emergency

1.5.1 Planning for Providing Food and Water During an Emergency

Pioneer Foods, Inc. will be responsible for providing food services during an emergency (as reasonably possible), including food for University commuters who might be unable to leave campus. Pioneer Foods, Inc. has indicated that it typically has enough food to feed faculty, staff and resident students for three to five days. However, full meals will not be available. In the case of an emergency that would render kitchens unusable, barbecue grills and portable stoves would be used for cooking.

Since power will most likely be lost, personnel will make use of items in freezers first. Adequate water supplies must be maintained for emergencies, since utilities may be disrupted. Potable water sufficient to provide one gallon per day, per individual should be stored on campus (approximately 1200 gallons per one day). Pioneer Foods, Inc. and the Administrative Services Office will jointly develop more specific plans for the storage and distribution of water and other beverages.

This plan assumes that commuter students, staff and faculty will likely remain on campus for at least 24 hours in the event of a disaster occurring during class hours. All individuals who park an automobile on campus are strongly encouraged to keep at least the following emergency supplies in their automobiles.

- Water: 1 gallon per person per day
- Food: non-perishable items, granola bars, protein bars, "comfort" foods
- Extra set of clothes with sturdy shoes
- Flashlight with extra batteries or light stick
- Whistle
- First Aid kit including a three-day supply of prescription drugs
- Sanitation/toilets

Remember, emergency supply kits should be designed to fit your needs.

1.5.2 Planning for Providing Shelter During an Emergency

Following most types of emergencies, it is likely that the majority of university housing will be usable after initial safety checks by maintenance staff to determine if they can be opened. However, it is possible that some housing may not be habitable, especially in the case of a major earthquake or a serious residence hall fire. Therefore, plans must be in place for emergency shelter. The first priority for emergency shelter will be to utilize student lounges in residence halls that are deemed suitable for occupancy. The second priority will be to use other habitable space for shelter. Decisions regarding which buildings are suitable for emergency shelters and temporary housing will be made jointly by maintenance and the CSOT.

As available, cots will be provided for use in the emergency shelters. It may be necessary to move some additional bedding from residence hall rooms that are deemed unsafe for use to the emergency shelters.
1.5.3 PLANNING FOR PROVIDING PORTABLE TOILET FACILITIES
Pre-arrangements should be made with a portable sanitation company for the leasing of portable toilets in the event that campus plumbing were to be compromised.

1.5.4 PLANNING FOR PROVIDING HEALTH SERVICES AND COUNSELING DURING AN EMERGENCY
As discussed previously, emergency first aid and other types of health care normally provided during an emergency will be provided at the Wellness Center (or an alternative First Aid Station if the Wellness Center should not be available). Students should be aware that Wellness Center appointments for routine health care that is not of a life threatening nature might have to be cancelled and rescheduled during an emergency.

The Wellness Center will also provide counseling services during and after emergencies, including student deaths and suicides. Counselors should be prepared to work with both large and small groups as well as individuals. Specific procedures and recommendations for counseling are discussed in Volume II. However, prior to an emergency, it is important that those who will be involved with counseling give some thought to their roles and responsibilities.

1.5.5 PLANNING FOR MAINTAINING COMPUTER INFORMATION SYSTEMS DURING AN EMERGENCY
Prior to an emergency, it is important that essential University records be safeguarded. Since most records are now computerized, this will require the leadership of the IS Directors, working in collaboration with the CFO. A detailed Computer and Information Systems Contingency Plan will be developed and included as an appendix of this Emergency and Crisis Management Plan.

The plan shall include the following provisions:
- Incorporate procedures for the regular back up of all computerized University records. The data will be removed from the University and stored in a secure location in case of an event that would prohibit the recovery of records and computer data.
- In collaboration with CSOT members develop appropriate guidelines for departments required to submit an annual departmental emergency plan (see CSOT section) related to system back-up, records retrieval, and other departmental needs. Departments should identify critical CIS needs for both performing services and record retrieval.
- Duplicate and retain off-site all critical business records and other documents, as determined by the Administrative Team. A listing of these documents will be maintained by the Director of Information Services and reviewed annually with the CFO.
- With approval of the CFO, obtain a back-up computer system, compatible with the University's computers to establish an off-premises "hot site" as an alternate operating location in the event of a catastrophe that renders the University's computer systems inoperable.
- Locate and develop an alternate CIS operations site(s).
- Incorporate a Computer Information Systems Emergency Manual as an appendix to this Plan.
1.6 Purchasing and Storing Emergency Equipment and Supplies

Purchasing Emergency Equipment and Supplies
Much of the equipment and supplies needed during an emergency is already available on campus. However, it is recognized by the University administration that additional equipment and supplies will be required. It is the responsibility of the Director of Security to prepare annual reports to the Vice President for Student Development containing a prioritized list of needed equipment and supplies. The VPSD will submit an annual budget proposal to fund appropriate resources (equipment and supplies) for the Emergency and Crisis Management Plan.
1.7 Maintaining Records and Forms

1.7.1 Maintaining Building and Utility Records

The Maintenance Office is responsible for maintaining up-to-date building and utility records. Master copies of these records are available in (TBA) Duplicate copies of those facilities records that the Maintenance Director and the Director of Security identify as being potentially helpful to emergency response activities (i.e. building floor plans) will be kept at the Emergency Operations Centers and at the Security Office.

Maps showing the locations of stationary and portable generators are included as Appendix D, which should be updated by the Maintenance Director as changes are made.

1.7.2 Providing Forms for Use During Emergencies

The following forms have been developed for use during an emergency:

- Building Site Security – Ingress/Egress Form
- Crisis Referral List
- Disaster Shelter Registration Form
- Emergency First Aid/Medical Form
- Emergency Response Teams
- CERT Accounting Form
- Site Status Report EOC Message Form

These forms are included in Appendix A. They may be modified or supplemented at any time by the Director of Security.
1.8 Minimizing Hazards

1.8.1 Minimizing Structural Hazards

The Maintenance Director is responsible for assuring that all University buildings are structurally sound. This is a routine, on-going responsibility that involves both University staff and consultants. It also will periodically involve identifying and documenting the need for substantial University funds to provide for major repairs. If any building is suspected as being structurally unsound, immediate steps will be taken by the Maintenance Office to determine if its continued occupancy would result in unacceptable risks.

All University students, faculty, and staff have a responsibility to report immediately to the Maintenance Department any suspected structural hazards. Such reports should be made by calling Maintenance at 425-889-5274, or if after hours, Security at 425-889-5500.

1.3.2 Minimizing Non-Structural Hazards

Most injuries sustained during and after an earthquake come from inside a building. Windows implode or shatter, bookshelves fall over, and heavy items can fall from top shelves. Building Emergency Coordinators will assist the leadership in minimizing non-structural hazards, including the formation of inspection teams. All employees should take the time and effort now to thoroughly inspect each room, including common areas and to identify and record all items that should be secured, either by you or with the assistance of the Building Emergency Coordinator and the maintenance staff.

What to look for:
- Shelves not bolted to a wall.
- Heavy objects on shelves that may fall.
- Potentially unstable computers and peripherals.
- Free-standing objects that have a short, insufficient base: (i.e., a tall filing cabinet).
- Desks or seating areas directly under plate glass windows.
- Heavy, mounted pictures, mirrors or plants.
- Objects on wheels that are not locked into position, (i.e., audiovisual cart).
- Heavy, breakable items not on the lowest possible shelves.
- Doorways that might be blocked by falling objects.
- Any concerns specific to an area (i.e. animal cages, chemicals, valuable documents stored under water sprinklers).

Suggestions for Securing Specific Objects:
- Apply “Quake Grip” Velcro or non-slip material for typewriters, computers and wall hangings.
- Install brackets to secure furniture, cabinets and shelving to the wall.
- Install straps for water heaters, filing cabinets and for holding heavy materials on shelves.
- Miscellaneous (for example, wedges or brakes for carts, closed loop hooks for plants).
The Maintenance Director should be contacted if assistance is needed in moving or securing any objects. For some small tasks, individuals can get the necessary supplies from a hardware store and secure items themselves. The costs of securing most items should be covered by departmental budgets. However, if extraordinary costs would be involved, which cannot be covered by departmental budgets, the Building Emergency Coordinator should contact the Director of Security to determine if supplemental sources of funding are available.

1.3.3 Minimizing Hazards in Laboratories

Laboratories are unique in that they contain chemicals that can result in extremely hazardous conditions during an earthquake. Building Emergency Coordinators for buildings containing laboratories are responsible for preparing for an earthquake or other type of emergency that could result in chemical spills and other hazardous conditions. Each lab area should be examined on a regular basis to determine how hazards can be minimized and mitigated. The following are some guidelines that should be used in preparing laboratories for emergencies:

- Chemicals stored on open shelves may fall and intermingle during a quake. Acids, bases and solvents should be stored separately and all chemicals should be anchored with seismic restraint bars.
- Be sure that all cabinets equipped with hinged doors have positive latching devices.
- Sliding doors should be kept closed when not in use. Install refrigerator clasp locks.
- Secure all expensive analytical instrumentation and equipment, including gas chromatography, microscopes, lasers, etc. with clamps, stands, or QuakeGrip Velcro.
- Gas cylinders must be secured individually to the lab bench or wall with welded-link chains. Gas cylinders may not be secured to mobile furniture, such as carts or tables.
- Never store hazardous materials - chemical and/or radioactive - on wheeled carts.
- Glass aquariums can fall and break open during a quake. They must be firmly mounted.
- Glass should be replaced with plastic, if possible.
- Be sure that tall bookcases are not freestanding in the middle of rooms and are not used as partitions. All furniture over 72" tall must be fastened to the walls.
- There should be no overhead storage of large containers, boxes or glassware.
- Clearly post evacuation procedures and ask instructors to review the procedures with their students at the beginning of each semester.
- Examine the hallway outside your lab to ensure clear and unobstructed access to emergency exits.

1.3.4 Establishing Building and Utility Shutdown and Opening Procedures

The Maintenance Director and his staff will provide assessments of all campus buildings following an emergency to determine if they can safely be occupied. The Maintenance staff will also have the responsibility for emergency shutdown and start-up of all equipment and utilities. Specific emergency shutdown procedures will be developed in written form by the Maintenance Director and provided to the Maintenance staff and the Director of Security. The Maintenance Director will train Building Emergency Coordinators to affect the safe shutdown procedures.
Emergency and Crisis Management Plan

2.0 VOLUME II: RESPONDING TO EMERGENCIES AND CRiSES
Introduction

Volume I: Preparing for the Future of Northwest University’s Emergency and Crisis Management Plan provides a plan for preparing for emergencies. This second volume provides information regarding what should be done to respond to various types of emergencies. Both volumes should be reviewed prior to an emergency. However, during an emergency, Volume II: Responding to Emergencies and Crisis should be consulted for emergency responsibilities, procedures, checklists and guidelines. The most important responsibilities and procedures to be followed during an emergency are highlighted in bold type.

Readers of this second volume will notice that some sections contain redundant information. For example, procedures to be followed during building evacuations are discussed in several places (i.e. faculty responsibilities, building evacuation routes and assembly areas, and procedures to be followed during specific types of emergencies). This redundancy is necessary because during an emergency it is possible that individuals will consult only the section of the report that appears to be the most relevant to the particular emergency situation. However, as suggested above, it is strongly recommended that all faculty and staff become familiar with the entire contents of this volume prior to an emergency.

KEY TERMS

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2.1 Emergency Response Responsibilities

2.1.1 Emergency Management Leadership Teams
As discussed in Volume I, an Emergency and Crisis Management Plan has been established to provide leadership and direction during emergencies. The Emergency and Crisis Management Team (ECMT) will serve as the lead team for the University in the management of emergency response activities, in consultation with, and under the direction of, the Executive in Charge of the Institution (ECI). The Executive in Charge of the Institution is the President or the highest ranking member of the Administrative Team who is available during the response period.

During an emergency, the ECMT will assemble immediately at the Emergency Operations Center (EOC). The Vice President for Student Development will serve as the facilitator of the ECMT. In his absence, the CFO will serve as the facilitator. If neither of these individuals is available, the Provost will serve as the facilitator. The ECMT in its initial response to an emergency may elect to call other staff and faculty to join the team if it is deemed appropriate and useful in respond to the specific emergency. It is anticipated, but not required, that these additionally called individuals will most likely come from either or both of the CSOT and CT described below.

The ECMT members will be summoned to the EOC by the Vice President for Student Development. However, if members are not contacted directly, should report on their own accord after becoming aware of a campus emergency, including an earthquake of 5.0 or greater.

In the case of an emergency campus lockdown ECMT members should:

1. Remain in the building where they are located.
2. All members in each building assemble in one office and/or contact the Vice President for Student Development to communicate your location.
3. The Vice President for Student Development will initiate a conference call.
4. When it is safe to do so, proceed to the EOC.

Each of the ECMT members will ask at least one of their support staff members to report to the Emergency Operations Center to assist with communications, record keeping, distribution of emergency supplies, and other duties, as required. Most support staff members have been identified in advance and are aware of their responsibilities to report to the EOC during an emergency. One of the responsibilities of the support staff members will be to serve as couriers to help collect roll call information from the emergency assembly areas.

The specific responsibilities of the ECMT during an emergency include the following:

- Assume effective control of all disaster activities of Northwest University and establish a presence at the EOC. ECMT facilitators preside over the meeting in the Emergency Operation Center. If all facilitators are unavailable, then Executive In Charge of the Institution facilitates the meeting.
• Discuss cooperation with other response teams, such as Kirkland Police and Fire Departments.
• Maintain records of all disaster response-related decisions.
• Attend to emergency response guided by the following checklist.

2.1.2 ECMT Action Checklist

Health and safety of our community: Take steps, as required, to ensure the safety and protection of faculty, staff, students and any visitors of the University by summoning aid and assistance from available resources. Status of:

• University roll call process
• First Aid
• Emotional impact on members of the community and appropriate response

Campus Environment / Property: Take action, after all practical steps are taken to ensure the safety of faculty, staff and students, to minimize damage to University facilities. Consider:

• Buildings, grounds, infrastructure
• Ability to safely occupy buildings -- housing; classrooms; offices
• Public or private utilities -- potable water, electricity, natural gas, diesel, garbage, sewer

Critical Business Operations -- general university operations, facilities, and academic programs. What will it take to become operational?

• Academic programs
• Student Life/Residence Life
• Administration and Services

Information Technology -- telecommunication services, Eagle Web page, Library system, etc

• Consider university calendar since priorities will be impacted by events (e.g. sporting events) and cycle of normal business operations (e.g. finals week, payroll, etc.).

Communications/Messages -- what should be stated and how it should be delivered; determine if there is the need to establish location to meet with media representatives on campus and how to communicate this decision to key personnel. Consider:

• Initial message to NU community immediately after the event (within 1 hour)
• On-going internal messages to community
• Messages to NU constituents -- Board of Trustees, alumni, and messages to media.
After initial debriefing, ECMT / OHERT develop action plans for the next 1-3 hours; identify outstanding issues to be investigated

- Based on initial briefing, determine if anyone else should be asked to join ECMT, CSOT and/or CT.
- Develop list of issues/concerns that need to be addressed
- Assign leadership / follow-up responsibility for each action item.
- Determine if CT and/or CSOT should be called into action; what specifically is desired from the team.
- Decide if University facilities should be made available for shelter or congregate care of individuals not associated with the University, if requested by civil authorities. Return the University to normal operation as rapidly as possible following procedures consistent with safety and other requirements.
- ECMT leadership remains together until the emergency situation has passed and the University moves back towards more normal operations.

Final step: ECMT facilitator will implement a debriefing exercise of ECMT, CT, CSOT and/or BEC's to assess the effectiveness of the university's response to the situation; plans adjusted as appropriate.

As described in Volume I, two additional teams (or, depending on specific needs, individual members of the teams) may be asked by the ECMT to convene to assist with emergency response activities. These teams include the Core Support Operations Team (CSOT) and the Communications Team (CT). The CSOT is responsible for planning and implementing the ongoing core educational and support services of the University. The Communications Team (CT) is responsible for developing and delivering communications to the NU community (faculty, staff and students), media, families of students, alumni, donors and other external groups on the status and actions of the University in response to an emergency. The members of the CSOT and CT are identified in Volume I.

2.1.3 EMERGENCY RESPONSE TEAMS

The Emergency and Crisis Management Team will form specific response teams for CERT, Security, first aid, communication, food and shelter, and facilities assessment. The composition of the teams will vary, depending on the availability of staff during an emergency. Some individuals will be asked to serve on more than one team. For example, some Maintenance staff will serve on both the CERT Team and the Facilities Evaluation Team, with the initial priority given to CERT activities. During some emergencies, multiple response teams may be necessary for CERT, first aid, and facilities assessment. The individuals serving on the emergency response teams will be recorded and displayed on a whiteboard in the Emergency Operations Center. The members of the Emergency Response Teams who assist with a response to an emergency should also be documented in a written record by the Implementation Coordinator.
2.1.4 BUILDING EMERGENCY COORDINATORS (BEC)

In the event of emergencies, the Building Emergency Coordinators (BEC’s) will play a central role in the implementation of emergency procedures. They will serve as essential contacts for each building or area in the event that emergency information must be distributed quickly. They may be called upon to take emergency actions within their buildings to lock doors or make emergency equipment available. A list of BEC’s will be kept at each EOC site and at the Security Office along with office phone numbers. BEC’s may also function as a calling tree in the event that it is necessary to quickly disseminate emergency information.

In the event of building evacuations BEC’s will organize assembly and accountability of evacuees at the designated evacuation locations described by this plan. After initially accounting for evacuees, BEC’s will report to the EOC. Due to the unpredictability of telephone services in emergencies, it may be necessary to communicate this information by runner, portable radio or other available means. Each BEC will be equipped with a kit containing the Emergency and Crisis Management Plan, along with relevant forms, signs and special procedures needed to complete their responsibility. Emergency communications equipment to assist BEC’s in contacting the EOC is currently being evaluated.

2.1.5 KEY UNIVERSITY ADMINISTRATORS’ RESPONSIBILITIES DURING AN EMERGENCY

Several University administrators who will serve as members of the Emergency and Crisis Management Team will play key roles during an emergency, as described below. Each of these administrators has identified at least two subordinates (in order of priority) who will be delegated their responsibilities if they are off-campus during an emergency. (The names of these individuals should be provided in advance of an emergency to the Security Director.)

2.1.6 SECURITY DIRECTOR’S RESPONSIBILITIES

The Security Director will serve as the Implementation Coordinator during an emergency, under the direction of the Facilitator of the ECMT and the ECI. During an emergency the Security Director will have the following primary responsibilities, unless directed otherwise by the Facilitator of the ECMT or the ECI (for example, the Facilitator of the ECMT may decide to serve as the University’s contact person with off-campus emergency service providers):

2. Assure that impacted buildings have been evacuated and, if necessary, assist with building shutdown procedures.
3. Collect roll call information from faculty and staff at the designated evacuation assembly areas and report any missing faculty, staff, students and visitors to the Emergency and Crisis Management Team.
4. If necessary, transport first aid supplies to the First Aid Station and/or sites where injuries are being treated.
5. Serve as the point of contact for off-campus emergency service providers (i.e. fire, police and FEMA).
6. Maintain all documentation necessary to the event.
7. Prepare and submit all required local, state and federal reports that are necessary as a
result of the event.

2.1.7 MAINTENANCE DIRECTOR’S RESPONSIBILITIES

The Maintenance Director and his staff will provide assessment of all campus facilities and maintain information regarding current status during and immediately following a disaster. He is responsible for the direction of maintenance and grounds personnel in an effort to return the campus to normal operation. He will advise the Emergency Operations Center (EOC) teams in regards to all utility and service-related problems. The Director and his staff will have primary responsibility for emergency shut-down/start-up of all equipment and utilities, site safety during the emergency situation, and coordinating emergency recovery to normal business operations.

In a shutdown situation, the Maintenance Director and his staff will:

1. Assist in the safe evacuation of all personnel.
2. Evaluate the feasibility of safely initiating and completing emergency shutdown procedures.
3. Assemble and provide leadership to a Facilities Assessment Team.
4. Notify the Director of Security and emergency services agencies of any dangers that may present hazards.
5. Commence emergency shutdown procedures.
6. When safe, determine the extent of damage to the University buildings and equipment before any attempts are made to resume operations.
7. Supervise start-up procedures.
8. Provide assistance in maintaining campus security until it is safe to return to normal working conditions.

Facility Assessment Team
As indicated above, the Maintenance Director will establish and lead a Facilities Assessment Team. The Assessment Team is responsible for determining if the emergency assembly areas are free of hazards, if circulation routes are safe, if structures are stable enough for occupancy, and if utilities should be shut off. The Assessment Team shall act according to the following steps:

1. Survey the building from the outside.
2. Examine the site for geological hazards.
3. Inspect the structural system from inside the building.
4. Inspect for non-structural hazards.
5. Inspect for other hazards such as loose wires, broken pipes and gas lines.
6. Lock and barricade rooms and/or buildings that are unsafe and notify the Emergency Operations Center of buildings or rooms that can or cannot be reoccupied.

2.1.8 HEALTH SERVICES DIRECTOR RESPONSIBILITIES

The Health Services Director will lead the triage of the injured and other health related activities as needed. She will facilitate the assistance of nursing faculty.
The responsibilities of the Health Services Nurse during an emergency include:

1. Coordinating all emergency first-aid activities.
2. Establishing first aid station(s).
3. Establishing a triage area(s) to administer first aid as needed.
4. Assisting in the evacuation of injured or disabled faculty, staff, students, and visitors.
5. Supervising continuing first aid treatment until outside medical assistance arrives.

Medical activities to be performed by the Health Services Director and nursing faculty at the time of a disaster include:

1. Setting up first aid station(s) and gathering appropriate supplies.
2. Posting large sign(s) designating the site as a first aid station.
3. Identifying persons who require skilled medical care.
4. Administer first aid to the injured, helping the critically injured first.
5. Verifying, if possible, the conditions and needs of those with serious medical needs.
6. Assessing physical and psychological needs of those arriving and provide appropriate treatment.
7. "Tagging" injured with name, address and treatment given. (Write with permanent marker on arm or leg.)
8. Identifying and logging individuals with serious injuries. Maintain information and documentation for any person transported to an area hospital.
9. Providing information regarding the number and types of injuries to the Emergency Operations Center (EOC).

2.1.9 Faculty Responsibilities During an Emergency
Faculty members who are teaching a class during the time of an emergency will provide instructions to their students about specific emergency procedures, including how to evacuate buildings and where to assemble after building evacuations. At the emergency assembly areas, the faculty will take a roll call of their class and, through inquiries of assembled students, attempt to determine the whereabouts of any missing students (e.g. not in class today, in class today but missing, etc.).

The following are a list of specific procedures for faculty involvement during an emergency:

1. Direct students to a prearranged assembly area in accordance with emergency text messaging, email, phone broadcast announcements, written notification and/or verbal notification.
2. Conduct a roll call at the assembly area to determine if there are students who are unaccounted for.
3. Report any missing students to the Emergency Operations Center via the Building Emergency Coordinator or runners. The EOC will collect roll call information.
4. Remain with your assigned students until relieved by authority of the Director of Security.
5. Send ambulatory students in need of first aid to the designated First Aid Station. Injured
personnel who are not ambulatory should not be moved until cleared by authorized personnel, unless required to protect them from further injury.

6. Faculty members with specialized training, such as nursing and physical education instructors, may be requested to assist in providing first aid and identifying students with specialized training for a given area.

7. Provide or delegate assistance to students with disabilities in the event of an emergency.

8. If on campus but not teaching at the time of an emergency, report at once to the designated assembly area for the building in which your office is located (see Appendix C).

9. Contact the Emergency Operations Center to determine if your help is needed on emergency response teams. Keep your college, school or department dean informed of your whereabouts during any emergency.

### 2.1.10 Staff Responsibilities During an Emergency

Many staff members will be expected to assist with emergency responses related to their departmental responsibilities, as determined in advance by their supervisors. For example, all Security and most Facility staff will have specific assigned responsibilities. Some support staff members who have been identified as Emergency Crisis Management Team support staff should report immediately to the Emergency Operations Center. Other support staff may be asked to participate in various emergency response operations, including CERT activities, record keeping, and building monitoring. Staff members who have not been contacted for an assignment, but are willing and able to assist with emergency response activities should make their availability and whereabouts known to the Emergency Operations Center, either directly or through their supervisors.

### 2.1.11 Student Responsibilities During an Emergency

Students have a responsibility to clearly follow the directions of faculty and staff in charge during an emergency, including the procedures for the orderly evacuation of buildings and assembly at the emergency assembly areas. No students should leave assembly areas until permission has been granted. Buildings, including residence halls, should not be reentered until official notification has been provided that it is safe to do so.

Students should render assistance to disabled students in their class or elsewhere during building evacuations. Those students with special skills that might be useful during an emergency response should identify themselves to a faculty or response team member immediately following the roll calls at the assembly areas.

### KEY TERMS

- **ECI**: Executive in Charge of the Institution
- **ECMT**: Emergency and Crisis Management Team
- **CSOT**: Core Support Operations Team
- **CT**: Communication Team
- **OHERT**: Off-Hours Emergency Response Team
- **CERT**: Community Emergency Response Team
- **EOC**: Emergency Operations Center
- **BEC**: Building Emergency Coordinators
2.2 Emergency Operations Centers; First Aid Stations; Tools, Equipment & Supplies

As discussed in Volume I, emergency operations centers and first aid stations have been identified to serve as the focal points for emergency response activities during an emergency.

2.2.1 Emergency Operation Centers

During an emergency, the Emergency Operations Center (EOC) will serve as the command post for the University’s emergency response activities.

Each of the centers should be equipped with at least three copies of the Emergency and Crisis Management Plan; multiple copies of forms that would be used during an emergency (including those in Appendix A); up-to-date directories of individuals and agencies that might be asked to assist during an emergency response; current lists of Emergency Response Team members; emergency contact information; emergency food and water rations inventory and location list; appropriate communications devices; and first aid kits. The Director of Security will be responsible for equipping the Emergency Operation Centers and assuring that all supplies and directories are present and up-to-date.

The Director of Security will maintain on file the most recent Core Support and Operations departmental emergency plans. Plans are annually reviewed and updated prior to the start of the academic year, and are to be submitted by August 15th.

The EOC will be established in one of the following locations:

- **Gray Board Room:**  
  Barton Building  
  11220 58th Ave

- **Davis Board Room**  
  Davis Administrative Center  
  5710 108th Ave NE

- **Dining Hall:**  
  Northwest Dining Hall  
  10930 NE 58th Way

- **HSC Conference Room 205:**  
  Health and Sciences Center  
  5600 111th Way NE

If the highest priority center is not available for any reason during an emergency, the operations will shift to the next highest priority.

2.2.2 First Aid Stations

The primary location in the case of an emergency is the Wellness Center in the Greely Student
Services building. If this station is not available, or if additional space should be required to treat injuries a temporary First Aid Station will be established on the lower floor of the HSC or Perks lounge. First Aid supplies are also located in most buildings on campus. These kits can typically be identified as white boxes mounted on the wall in lounges or hallways.

2.2.3 Tools and Equipment
The Maintenance Office and maintenance pick-up trucks house construction tools that are available for use in an emergency.

2.3 Evacuation and Assembly

2.3.1 Evacuation Routes
Maps showing evacuation routes have been posted in all University buildings, classrooms and laboratories. Faculty members will provide specific directions to students regarding evacuation routes and assembly areas and will lead the students to the designated assembly areas.

If, for some reason, the suggested evacuation route is not available, faculty should use their discretion in determining the best alternative route. However, during all emergencies, elevators should not be used, due to the possible loss of power.

2.3.2 Evacuation of Persons with Disabilities
Faculty and staff members are expected to provide and/or delegate assistance to students and others on campus with disabilities in the event of an emergency in accordance with the following procedures.

Procedures for Non-Ambulatory Persons (in wheelchairs)
Most ambulatory persons will be able to exit from the ground floor safely without assistance. However, assistance may be necessary in the event that elevators have stopped working from upper and lower floors or in the case of fires, when elevators should never be used.

If assistance is needed and not life threatening to the carriers, allow the person to instruct the carrier(s) as to the safest method of lifting and/or carrying the person. This may include removing the person from the chair or carrying the person in the chair. (Battery operated chairs are extremely heavy.)

As conditions allow, ask the person's preference with regard to:
1. Method(s) of being removed from the chair.
2. The number of persons necessary for assistance (in the event the person must be carried more than three flights of stairs, a relay team concept may be necessary.)
3. Whether it is necessary to bring along a seat cushion or pad for the person to rest upon.
4. Whether the person should be carried forward or backward.
5. Whether after care is necessary if the person is removed from the chair, and whether a
6. stretcher, chair with cushion or pad, car seat, or medical/ambulance assistance is necessary.
7. Some persons have no upper body strength. If a seat belt is available on the wheelchair, secure the person in the chair.

If the wheelchair is left behind, remove it from the stairwell to avoid blocking other persons. Remove the batteries (from battery powered chair) before attempting to move it. Make sure that the footrests are locked and the monitor is off. An unoccupied wheelchair should be removed from the building if at all possible.

If the person has a manual wheelchair, it may be possible to carry the person and the wheelchair down the stairway. At least two or three people may be required.

If the person has a battery-powered wheelchair, it is normally advisable to carry the person first and then the wheelchair. In the event that the batteries have been removed, it may be possible to carry the person in the chair and then return for the batteries. (Returning for the batteries should only be done following notification that the building is safe to re-enter.) Two to three persons are required.

Persons using crutches, canes or walkers for evacuation purposes should be treated as if they were injured persons. Carrying options include a two-person locked arm (fireman's) position or having the person carried while sitting in a sturdy chair.

**Procedures for the Visually Impaired:**
In the event of an emergency, tell the visually impaired person the nature of the emergency and guide them to the nearest exit. Inform the person of any obstacles while guiding them. When you reach safety, orient the person as to their location and answer any questions if further assistance is needed.

**Procedures for the Hearing Impaired:**
Hearing impaired persons should know new fire alarm systems often include flashing lights. However, some buildings have only audible alarms. Therefore, persons with impaired hearing may not perceive an emergency and might require special assistance.

**2.3.3 Emergency Assembly Areas**
Emergency assembly areas have been established for all university buildings, as identified in Appendix C. Faculty will conduct roll calls at each of these assembly areas. It will be the responsibility of individual faculty members to assemble their students in a specific portion of the designated assembly area. This will be especially important in those areas where students from many classes will be assembling. All students must stay within these designated areas until roll calls have been completed. Roll call information plays an essential role in resolving the chaos during and after an emergency. Information collected will be used to determine those who need assistance and reassure families that community members are safe and accounted for.
Staff and faculty who are not in class during the time of an emergency should also assemble in specific areas, in accordance with their departmental affiliation. Through discussions with each other, it should be determined if anyone is unaccounted for and may need assistance. Roll calls and other evacuation results or questions should be presented to the Building Emergency Coordinator for each building or department. Building Emergency Coordinators will provide status reports and updates from their assembly area to the EOC.

Separate assembly areas have been established for each student residence building. Resident Deans along with Resident Assistants should play lead roles accounting for all students who were known to be in each building. A list of present and missing students should be delivered to the EOC.

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2.4 CERT Operations

During an emergency requiring CERT operations, Community Emergency Response Teams will be established by the Director of Security dispatched from the Emergency Operations Center. Most individuals on these teams will be trained staff members of Security and Facility and Project Management, who will be notified in advance of the need to assemble at the Emergency Operations Center during an emergency. However, other staff, faculty and student volunteers who are available at the site of CERT operations may also be asked to participate. CERT operations can be dangerous and should not be attempted without the supervision of a CERT team leader such as the Building Emergency Coordinators.

Using a pre-established sweep pattern, Community Emergency Response Teams will visually inspect every room in every building to determine if individuals are trapped or need medical assistance. Assistance will be provided to those who are trapped or need help in evacuating a building. If medical assistance is needed, the Response Team will immediately report the specific location of the injured individual to the Emergency Operations Center, who will summon a First Aid Team. In some cases, CERT team members with first aid training may provide emergency care (i.e. applying a bandage or tourniquet to stop bleeding). A CERT accounting form should be used by each team member to record the rooms that are inspected, the location and number of any injuries or fatalities, and structural damage or other hazards. A copy of the recommended form is included in Appendix A. Multiple copies of this form will be available at the Emergency Operations Center.

Community Emergency Response Teams should be equipped with master keys, fire extinguishers, shovels, crow bars, gloves, hard hats, flashlights, first aid kits and appropriate communications equipment. If additional equipment is necessary, the Emergency Operations Center should be notified.

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2.5 Providing First Aid During an Emergency

The First Aid Station will serve as the primary location for the treatment of injured individuals. The Health Center Nurse Manager will be responsible for coordinating the activities at the First Aid Station.

On-site first aid will be provided by the First Aid Emergency Response Teams. These teams will be dispatched from the Emergency Operations Center and First Aid Station upon receiving requests for first aid assistance. The First Aid Response Teams will administer onsite first aid and record the extent of injuries treated or needing treatment. The critically injured will be treated first. The First Aid Response Teams will also determine the need for additional medical assistance and arrange for the transfer of seriously injured individuals to the First Aid Station or a hospital.

The First Aid Team will keep a written record of treatment provided on-site, including the names of the injured individuals and a brief description of the first aid provided. All treated individuals who are ambulatory (can walk without assistance) will be asked to report to the First Aid Station for evaluation and follow-up treatment, if necessary.

When individuals need to be transported from a disaster site for medical treatment, the First Aid Team will use a form to note the name of the individual, the type and extent of injury, transported by whom, and transported to where. A copy of a first aid/medical form is provided in Appendix A. Multiple copies of this form will be available at both the Emergency Operations Center and the First Aid Station.

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2.6 Communicating During an Emergency

The Emergency Operations Center will serve as the communications center during an emergency. The EOC has been equipped with portable two-way radios. During an emergency, support staff of the Emergency and Crisis Management Team members will be asked to serve as couriers to assist with communication between the EOC and the emergency assembly and disaster sites. (Each member of the leadership team should have identified at least one support staff member who is aware that he or she should report to the EOC immediately during an emergency.) Among other duties, the couriers will assist the Security Director in collecting roll call information from each of the emergency assembly areas.

The Communications Team Facilitator will function as the official University spokesperson during an emergency. Working closely with the CT, the Facilitator will prepare any official releases, web postings or press conferences and will act as a liaison with representatives of the news media. Any University student, faculty or staff member contacted by the media should politely decline comment and refer the media representative(s) to the Communications Team Facilitator. If the CT Facilitator is not available, the ECMT Facilitator will determine who should respond.

If electric power and communications systems are operable during an emergency, faculty, staff and students are encouraged to check the Eagle webpage for information rather than using the telephone. To minimize calls made to the University checking on the status of specific individuals, faculty, staff and students must establish an out of area calling plan as previously described in Volume I.

KEY TERMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ECI</td>
<td>Executive in Charge of the Institution</td>
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<tr>
<td>ECMT</td>
<td>Emergency and Crisis Management Team</td>
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<tr>
<td>CSOT</td>
<td>Core Support Operations Team</td>
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<tr>
<td>CT</td>
<td>Communication Team</td>
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<tr>
<td>OHERT</td>
<td>Off-Hours Emergency Response Team</td>
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<tr>
<td>CERT</td>
<td>Community Emergency Response Team</td>
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<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
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<tr>
<td>BEC</td>
<td>Building Emergency Coordinators</td>
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### 2.7 Providing Food and Shelter During an Emergency

The Emergency and Crisis Management Team, in consultation with members of the Core Support Operations Team, will determine the need for providing emergency food and shelter during an emergency. The Core Support Operations Team will be responsible for implementing plans for emergency food and shelter and will work with the Communications Team to provide information, including notifications of changes to normal service expectations.

If possible, food service will be provided at the Dining Hall. However, it is possible that food may need to be prepared and served at outdoor locations.

Students and others who may require emergency food and shelter should be aware that it will not be possible to provide full meals and bedding. Therefore, everyone who has emergency supplies available, including food, water and space blankets, should bring such supplies to the emergency shelter areas for their personal use.

If emergency shelter is limited, commuters may be asked to take refuge in their vehicles. First priority for emergency shelter will be given to those with special needs and residence hall students who might be temporarily displaced from their rooms or apartments.

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**KEY TERMS**

- **ECI**: Executive in Charge of the Institution
- **ECMT**: Emergency and Crisis Management Team
- **CSOT**: Core Support Operations Team
- **CT**: Communication Team
- **OHERT**: Off-Hours Emergency Response Team
- **CERT**: Community Emergency Response Team
- **EOC**: Emergency Operations Center
- **BEC**: Building Emergency Coordinators
2.8 Procedures for Specific Types of Emergencies

This section provides more specific information regarding what to do in case of different types of emergencies. The evacuation and assembly procedures described previously in Section 3 should be used for all types of emergencies when the evacuation of buildings is necessary. Faculty and members of the Emergency and Crisis Management Team should also consult Section 1 for descriptions of their specific responsibilities.

2.8.1 Earthquake

During an earthquake, in classrooms, offices, residence halls, chapel and other non-laboratory spaces, everyone should take cover where they are (e.g. under a desk, chair or table) until the shaking stops and evacuation of the building begins. Faculty members in classrooms have a responsibility to instruct their students to “duck and cover” and not leave the building until instructed to do so.

In laboratories containing hazardous materials, building evacuation should occur immediately, after turning off gas burners. When the laboratories have been evacuated and a roll call completed, faculty should report to the Lab Manager and describe the lab conditions prior to evacuation, including the potential for explosion, fire or chemical spills. This information should be made available to Emergency Response Teams prior to their entry of a laboratory building that has suffered earthquake damage.

2.8.2 Fire or Explosion

Except for very small, localized fires, no individual should attempt to extinguish a fire before implementing the procedures listed below.

Procedures to be followed in case of fire or explosion are:
1. Sound the fire alarm.
2. Evacuate the building.
3. Phone 911
5. Notify the response team (police or fire department) of anyone who you suspect may be trapped in the building.

2.8.3 Hazardous Material Spill

Any chemical spill or offensive odors in a laboratory building should be reported to the Laboratory Services Manager and the Security Office, who will call the Kirkland Fire Department. Individuals should not attempt to clean up a spill until it has been assessed by trained personnel.

If you are inside a building in which a spill has occurred, immediately evacuate the building.
If you are outside when an incident occurs:

- Move uphill and upwind; hazardous materials can be transported quickly through air and water.
- Don't touch or step in spilled materials.
- Notify the Security Office from a safe location as soon as it is practical to do so (425) 889-5500.

If you are indoors when an incident occurs outside of the building that you are occupying:

- Close all windows and doors. Seal gaps under doorways and windows with wet towels and duct tape or similar thick tape if available.
- Close as many internal doors as possible.
- If local authorities warn of an explosion, close all shades and draperies. Stay away from the windows to prevent injury from flying glass.
- Maintenance will turn off all ventilation.
- If you suspect that gas or vapors have entered the building, take shallow breaths through a cloth or towel.
- Remain in protected, interior areas of the building where toxic vapors are reduced.

After an accident involving:

**Corrosives:** *Corrosives are substances that cause visible destruction or permanent changes of the skin tissue on contact. They are especially dangerous to the eyes and respiratory tract.*

- Wash your eyes for 15 to 20 minutes if they are affected. Eyelids must be open; do not rub the injured area.
- Get under a shower; remove all clothing; wash with soap and water.

**Flammables:** *Flammables are liquids with a flash point below 100 degrees F with gases that burn readily such as gasoline, isopropyl alcohol, ethanol, or acetone.*

- Turn off the main electricity and gas jets.
- Evacuate the building.

**Toxics:** *Toxics are poisonous substances.*

- Wash your hands.
- Discard contaminated clothing or objects.
- Use the appropriate antidotes.

**Reactives:** *A reactive is a substance that can undergo a chemical or other change that may result in an explosion or burning, corrosive, or toxic conditions. Examples are elemental sodium, phosphorus or sulfuric acid.*
• Close all doors.
• Evacuate the danger area.
• Follow decontamination instructions from local fire or health authorities. Depending on the chemical, you may be advised to take a thorough shower or you may be advised to stay away from water and follow another procedure.

2.8.4 VOLCANOES AND ASH FALLOUT

Ash fall from volcanoes is not only a nuisance; it is damaging and potentially dangerous. Not really ash, but pulverized, harsh, acidic, gritty rock can damage the lungs of small infants, the very old and infirm or those already suffering from severe respiratory illnesses. Heavy ash fall can obscure light creating a heavy demand for electric light that in turn can cause power supplies to "brown out" or fail.

Procedures if Ash is Falling:

• Ensure all staff, students and visitors in buildings remain inside.
• Do not run fans or air conditioning units.
• Keep everyone inside until an all-clear sign has been given.

Procedures if You Are Outdoors:

• Seek shelter (i.e., car, building), use mask or handkerchief (dampened if possible).
• Go directly to University buildings and/or residence halls.
• Listen to radio for information.
• Persons who are experiencing respiratory difficulty should notify the Health Services Nurse at 425-889-5284, the Security Office at (425) 889-5500 or call 911.

2.8.5 WINTER STORM/POWER OUTAGE

A winter storm with substantial snow and ice has the potential for immobilizing the campus and preventing commuters from leaving the campus. In such instances, the Provost (for Faculty) and the SVP for Finance (for Staff) may declare a school closure. If needed, the Administrative Team will direct that contingency plans for emergency food and shelter be implemented.

Exposure to the cold without proper warm clothing or heat can produce hypothermia that can be fatal if not treated in time. Because the likelihood of power outages increases during storms, preparing for the possibility of a loss of heat is essential. Residence halls have been equipped with emergency generators for lighting building hallways and stairwells. During a winter storm in which power is lost, commuters will be provided shelter in campus buildings as space is available.

2.8.6 BOMB THREAT

The Security Office should be contacted immediately about a bomb threat. They will contact the Kirkland Fire and Police Departments, notify the ECMT Facilitator, and evaluate the
seriousness of the threat to determine if the evacuation of buildings is necessary.

Bomb and other threats may be delivered in writing, in person, over the telephone or through a secondary source. The most common method is by telephone.

**A person receiving a telephoned bomb threat should attempt to:**

- Keep the caller on the line as long as possible.
- Immediately notify the Security Office.
- Write down all the information obtained, using as many exact words as possible. Use the bomb threat report form provided in Appendix D.

**Staff procedures following a bomb threat:**

- The maintenance director or his designee will work with authorities to determine if gas or fuel lines should be shut off.
- The Security Director or on-duty security officers will assist authorities with a visual search of the area(s) as appropriate.
- If a bomb is discovered prior to local authorities arriving, evacuate all remaining individuals immediately.
- **Do not** touch, move or cover the object. Make note of its description and exact location.
- **Do not** use walkie-talkie devices or cell phones in the area.
- Restrict all access to the building(s) to authorized personnel only.
- Following an evacuation, do not let anyone re-enter building(s) until authorized.
- File appropriate reports as required.

**The ECMT will decide:**

- When and what buildings to evacuate
- A designated evacuation building or area
- Whether to implement a full campus lock-down
- Adjustments to the class schedule or class cancellation
- Media responses

**Security officers and BEC’s will:**

- Assist with evacuation and traffic control
  - Conduct a simple visual inspection of the location being evacuated to for secondary explosive devices
  - Evacuate the build in controlled groups insuring that everyone that is evacuated goes directly to the designated area(s)
  - Obtain NU ID cards or some other form of ID and stay with the evacuees until they receive further instructions

(Bomb threat evacuees are unique in that there may be potential witnesses or suspects among those evacuated. Therefore, evacuees should be kept in the evacuation area for identification and questioning by police.)
2.8.7 SEXUAL ASSAULTS

Procedures if You Are a Victim of a Sexual Assault:

- If you are on campus, phone 911 and the Security Office at x5500. If you are off campus, phone police at 911. It is recommended that you go to a hospital emergency room if possible.
- **Do not** answer questions except those asked by appropriate law enforcement officials.
- **Do not** wash, bathe or change your clothes.
- Contact doctors or counselors who are trained in the treatment of sexual assault within 72 hours of the assault. They can provide help to people with physical or emotional problems.
- Assistance can be provided by the NU Counseling Center and the Health Center. Off-campus assistance can be obtained from the Harborview’s Sexual Assault and Traumatic Stress - 24 Hour Community Care Line – 206-744-1600 or the King County Sexual Assault Resource Center 24 hour line at 800-825-7273.
- Harborview has indicated that there is no charge for the emergency medical exam following a sexual assault.

Food Poisoning and Severe Communicable Diseases Involving Multiple Students

In the case of food poisoning involving multiple students:

- Notify the Security Office and the University Health Center.
- Call 911 if help is needed immediately.
- If it is suspected or determined that food poisoning resulted from food served at the Cafeteria, the Health Services Nurse or Security Director will notify the food service manager.
- The Health Center and/or the Security Office will provide status reports to the Administrative Team.

In the case of a communicable disease involving multiple students:

- Notify the Security Office and the University Health Center.
- The Health Center and the Security Office will provide status reports to the Administrative Team.
- NTOP will consider response strategies in the Pandemic Flu Response (Appendix H).

2.8.8 DEATH

Death is always shocking and usually unexpected, especially when it involves a young adult. When it occurs on campus, it can have a great impact on the person's classmates, friends and acquaintances. The University has an important role to assist faculty, staff and students in the event of the death of a "University family" member. This section provides some recommended procedures to follow in the event of the death of a student, faculty or staff member. The individual(s) responsible for following the procedures (except for the immediate actions) should be determined for **students** by the VP for Student Development, and for **faculty** by the Provost and for **staff** by the SVP for Finance and Administrative Services. The recommended procedures regarding contacting the family and announcing or discussing the loss should be carried out in consultation with the Administrative Team or ECMT/CT (during campus wide crisis conditions).
Immediate Actions:
- If you discover or witness a death while on campus, phone 911 and the Security Office at 425-889-5500.
- If you discover or witness a death, remain on the scene until a statement is provided to law enforcement authorities. Encourage any other witnesses to remain on the scene until authorities arrive. Do not disturb the scene. Try to prevent others from doing so.
- If a student death occurs in a residence hall an RD, RA, or Campus Security, (whoever is first on the scene) should close off his or her room until authorities arrive and assure that the deceased student’s roommate is notified and escorted to a counselor.
- The Security Office will contact key University staff, including the Director of Community Life and the VPSD. In the case of the death of a faculty or staff member, the dean or director of the department in which the individual was located should also be contacted.
- The Administrative Team or the Emergency Response Leadership Team (with the addition of the Director of Counseling Services) should assemble in the Emergency Operations Center to discuss the circumstances of the death and determine the responsibilities for the actions described below.

Contact the Family:
- Establish a University contact person for family members who will contact the family personally and offer support.
- Obtain information about funeral arrangements, flowers and home visits. (Be sensitive to cultural norms in expressing help and encouragement.)
- Check University records to verify if there are any siblings on campus.

Announce and Discuss the Loss:
- Make every effort to notify all faculty and staff members as quickly as possible.
- Provide faculty with recommendations for dealing with a loss (especially important for faculty members who had the student in their class this semester.)
- Review the procedures for referring students to counseling.
- Provide a statement to be read in classrooms.
- Be aware of any faculty member who feels that he or she cannot go directly to class, or may be sensitive due to a recent death in his/her immediate family.
- Check the emotional needs of other University staff such as administrative assistants who may have had daily contact with the deceased.
- If new and pertinent information becomes available, update the faculty, staff and students through printed messages.
- De-brief faculty, staff and students at the end of the day. Give them an opportunity to express their feelings and offer suggestions.
- Identify any students who may be at risk and have counselors contact the students.
- Postpone and reschedule tests in classes where the student attended.
- Give students an opportunity to discuss the loss.
- Make funeral information available to students, faculty and staff members.
- If a student was a member of a sports team or club, determine if his or her fellow members wish to attend the funeral as a group.
Counseling Responsibilities:

- University counselors should be available to work with large and small groups as well as individuals.
- Identify and contact students, faculty and staff who may be most in need of counseling.
- University counselors should cancel appointments and meetings that are not emergencies.
- Counselors should be provided additional secretarial or volunteer help to answer phones.
- Keep a list of everyone who is counseled.
- If an individual seems distressed, make a follow-up call.

Administrative Responsibilities:

- Update staff and students as new information becomes available.
- Identify faculty and staff members who need mental health support.
- Emphasize the need to use prepared statements to control rumors.
- If the incident occurred on campus and was of a violent nature, be highly visible to show your presence, support and control of the situation. Make sure faculty, staff and students feel safe.

Respond to the Media:

- All media inquiries should be directed to the VP of Advancement.
- The VP for Advancement will ensure all information is current. During campus-wide crises events, the Emergency and Crisis Management Team members and the designated contact person may be asked to assist in developing news releases and responding to media inquiries.
- A written statement should be prepared for faculty to read in classes and administrative assistants and volunteers to read in response to telephone inquiries.

Memorial Services and Special Activities:

- Consult with family members in determining appropriate recognition.
- Encourage faculty, staff and students to be involved.

Things that are Frequently Overlooked:

- Prior semesters’ professors, advisors and mentors.
- Lowering the flag to half-staff.
- How to deal with inappropriate phone calls.
- How to respond to offers of unsolicited and unneeded help.
- Who will answer cards and letters sent to the University?
- The University newspaper - the circumstances of the death should dictate appropriate coverage.
- Post news releases on both university websites

How to respond to enhanced campus safety concerns:

- One-year anniversary
- Graduation, if student was a senior
2.8.9 SUICIDE THREATS AND INTERVENTION

If a student threatens suicide or manifests other self-destructive behaviors, a faculty or staff member's reaction and responsiveness could result in a positive crisis resolution. Successful intervention involves establishing a supportive relationship with the student. Intervention can be easy technically, but difficult emotionally. A University employee is not liable for a breach of confidence when action is taken on behalf of a student whose behavior may be harmful to him, her or others. (Note that although the following descriptions of what to do and what not to do reference suicide threats by students, the actions would be similar in responding to suicide threats by faculty or staff.)

What to do if a student makes a suicidal statement:
- Show concern but avoid being consumed by the student's emotional distortions of what is occurring.
- Listen with genuine interest.
- Ask questions in a calm, straightforward manner.
- Accept and encourage appropriate expression of grief or anger.
- Help clarify the issues.
- Don't leave the student.
- Accompany the student to the university's Counseling Services office.

What not to do if a student makes a suicidal statement:
- Don't refuse to talk about it.
- Don't lecture.
- Don't offer platitudes or simple answers.
- Don't analyze the person's motives or try to impose your own value system about suicide and death.
- Don't argue or try to reason.
- Don't try to challenge the student or use scare tactics.
- Don't be sworn to secrecy.
- Don't involve yourself in therapy.

2.8.10 ARMED INTRUDER

Recently, armed intruders have resulted in an alarming number of injuries and deaths on college, university and high school campuses. Usually an intruder is an angry student or employee or someone from off-campus who is extremely upset with a specific student, faculty or staff member. However, armed intruders can also include several individuals, such as members of a gang or persons who are bound together by a common cause or grudge. Although the motive of the intruder(s) might be to kill or injure a single individual, events involving armed intruders often escalate to include large numbers of people, including the taking of hostages.

The Security Office should call 911 and then immediately notify at least one member of the
Administrative Team in any cases involving known or suspected armed intruders. Depending on the circumstances and time of the event, it may be determined by the VPSD that it is necessary to convene the Emergency and Crisis Management Team to assist with response activities, including making a decision to initiate lock-down procedures. Under circumstances where a delay in seeking direction from the VPSD or the Emergency and Crisis Management Team would result in significant risks to the lives of the University community, lock-down procedures will be initiated immediately by the Security Office. However, in any cases involving the need to initiate lock-down procedures, the VPSD will be notified immediately and the Emergency and Crisis Management Team will be asked (when it is safe) to convene in the Emergency Operations Center to provide further direction with regards to University response activities.

**Lock down procedures will include:**

1. Call 911
2. Call Security (425-889-5500)
3. Security will notify the VPSD or the first available Administrative Team member
4. The Administrative Team:
   a. Send Emergency Text Message to all community members.
   b. Initiate campus phone broadcast message via campus receptionist.
   c. Send broadcast e-mail.
   d. Remain in the building where they are located.
   e. All members in each building assemble in one office and/or contact the Vice President for Student Development to communicate your location.
   f. The Vice President for Student Development will initiate a conference call.
   g. When it is safe to do so, proceed to the EOC.
5. Building Emergency Coordinators:
   a. Lockdown campus building outside doors and individual rooms if possible.
   b. Post signs indicating that a lock-down is in place as time permits and is safe to do so.
6. Campus Security: Serve as the liaison with off campus law enforcement officials and assist in the coordination with other University units and the Emergency and Crisis Management Team.

**What to do if you suspect an event involving an armed intruder may possibly occur on campus:**

- Call 911
- Notify Security Office if you are aware of any threats or have other information that makes you suspect an event involving an armed intruder might be possible. If you are a resident student, also notify your Resident Dean.
- Trust your instincts. Better to be wrong than to ignore warning signs of possible tragic events.

**What to do if you know or suspect an armed intruder is present on campus:**

- Call 911
- Call the Security Office and provide the information requested. Stay on the line until being told that it is okay to disconnect.
• If indoors, remain in your room, behind a locked door (if possible) and away from windows. If you suspect an armed intruder is in close proximity, try to find a safe hiding place.
• If outdoors, find refuge in a nearby building.
• Remain calm and quiet.
• Wait for police to arrive.
• If instructed by authorities to evacuate a building or the campus grounds, follow directions exactly.
• If you should witness any injuries or deaths, identify yourself to authorities as soon as it is safe to do so.

What not to do if you know or suspect an armed intruder is on campus:
• Do not leave your room to try to “see what’s happening”.
• Do not confront or try to apprehend the intruder.
• Do not assume that someone else has called the Security Office and/or 911.

What to do after an armed intruder has been apprehended:
• Contact the Security Office if you have any information to share about the incident.
• Contact your friends and families to let them know you are okay.
• Check the NU homepage for updated information and announcements.
• Contact the Wellness Center if you are in the need of counseling.

After an immediate crisis involving an armed intruder, the Emergency and Crisis Management Team will meet to discuss the event and determine if anything needs to be done to improve campus security. The Administrative Team and the Communications Team will meet to determine how news of the event and related issues involving campus Security should be communicated to the NU community, media, families of students, alumni, donors and other external groups.

2.8.11 TERRORIST ATTACKS OR OFF-CAMPUS DISASTERS
Unfortunately, we have learned recently that terrorist attacks are now a fact of life and could occur at any time. Other off-campus disasters that are not the result of terrorist attacks, such as a crash of a jetliner in a populated area near campus or the rupture of a major gas line also have the potential of directly or indirectly affecting the campus. Even events that occur thousands of miles from the campus, such as the recent terrorist attack on the World Trade Center in New York City, can have significant impacts on our lives and emotional well-being. While we cannot live in fear, it is important that we do what we can to be prepared for such events. It is recommended that an email or letter from the Office of the President be sent communicating sympathy for the victims, a call to prayer, communication about an offer for resources to be sent (if deemed appropriate) and a reminding of the relevant emergency response plans in place should a similar crisis directly affect NU.

2.8.12 NATURE AND DETECTION OF HAZARDS
The nature of hazards resulting from terrorist attacks or other off-campus disasters range from chemical, biological, nuclear/radiological and/or explosive. The initial detection of a terrorist
attack will likely occur through responses to 911 calls where unusual multiple injuries and deaths have occurred or unusual symptoms have been noticed. In the case of chemical attacks, general indicators of a terrorist attack include unexplained casualties and an unusual liquid, spray or vapor. In the case of a biological attack, hospitals and health centers may notice an unusual illness and a definite pattern inconsistent with natural disease. If the NU Health Center notices any such illnesses and inconsistent patterns they will report them immediately to local health authorities.

**Investigation and Containment of Hazards**

Local first respondents usually provide the initial assessment or scene surveillance of a hazard caused by an act of terrorism. At the University, the local first respondent is likely to be a security officer. If a terrorist event is even remotely suspected, the Security Office will immediately notify State and City emergency responders. If a terrorism event is determined to have occurred, the State and City responders will notify Federal departments and agencies with counter-terrorism roles.

**Response Activities**

If a terrorist event or other off-campus disaster that would have direct and significant indirect impact on the campus should occur, the Emergency and Crisis Management Team (ECMT) will assemble immediately at the Emergency Operations Center to determine what role the University should play in the response activities. It is likely that major assistance from Federal, State and City agencies will be necessary to respond to a major event. However, using the same basic procedures and leadership structure that has been identified for responding to other types of emergencies will help to assure that the safety and health of the University community is given a high priority. The ECMT will play an important role in making certain that the University’s needs are well understood by those agencies and organizations involved with emergency response activities.

In some types of terrorist attacks there could be a significant number of casualties and/or damage to University buildings or infrastructure. This could lead to the need to consider the temporary closure of the University or major changes in University operations. If such circumstances should occur, the Administrative Team will consult with the Executive Committee of the Board of Directors to make this determination regarding University operations and facilities.

In the case of a major event that does not directly impact the University, the EVP may assemble the Administrative Team to determine if any special University actions are necessary. For example, the Administrative Team might plan special Chapel services, community conversations, or prayer groups to provide the University community with increased opportunities to come together during a period of crisis.

**What individuals should do in case of a known or potential terrorist attack:**

- Notify the Security office if you notice any suspicious activities that might indicate a
potential terrorist attack. These could include a rental truck parked in an unusual location where many students congregate, an unusual object or package that you suspect could be a bomb, unusual odors or powders, or even sticky substances that appear to have been applied to doorknobs or computer keyboards.

- Notify the Wellness Center if you are ill, especially if you notice that others have similar symptoms. Remember that illness such as smallpox and anthrax initially result in flu-like symptoms that you might typically ignore. Cures are likely if treated early, but many deaths could occur if symptoms are ignored. Don’t try to self-medicate with antibiotics that you or your friends might have available. Remember that the National Center for Disease Control can provide vaccines and antibiotics for most types of biological agents within only a few hours, once they are notified of a problem by local health and disease control agencies.

- Keep yourself informed of opportunities to receive inoculations to protect yourself from bacteria that could be spread by terrorists. If in doubt, contact the Health Center or your family physician.

- Obey all instructions if quarantine is determined by University or local health officials to be necessary. You may feel fine, but if you leave the campus while infected, your disease can easily be spread to others who have not previously been exposed, including members of your family.

- If you suspect or know that a chemical agent has been sprayed into the air on or near the campus grounds, get into a building as soon as possible, close any open windows, and turn-off or block all heating and ventilation systems. Use towels or your clothes, if necessary, to block passage of air from underneath doors.

- If you suspect or know that a chemical agent is being distributed or is likely to be distributed through a building’s heating and ventilation system, evacuate the building immediately.

- If you suspect or know that you have come into contact with a chemical agent, shower as soon as possible and discard your outer clothing.

- In the case of an explosion or fire, evacuate your building immediately and proceed to your assembly area.

- Be wary of mail sent to you by an unknown person, especially if the envelope or package appears to contain any sort of powder, stain or unusual odor. If you do open mail that contains an unusual substance, leave your room immediately, tell others in or near your room to evacuate the building, and contact the Security Office. Do not return to your room until you have been notified that it is safe to do so. Seek medical help immediately for evaluation to determine if you have been exposed to an infectious disease or chemical agent.

- Check your emails and the University web page for accurate information regarding the nature of any known or potential terrorist attack. Unless the University computer information system is affected, accurate information and advice regarding emergency procedures will be provided via email and the University web page. If computers are not operating and you reside in a residence hall, consult with your Resident Advisor and Resident Dean to obtain up-to-date information.

- In the case of a terrorist attack affecting the campus, the University will have to rely very heavily on outside assistance provided by government agencies trained and equipped to respond to various types of emergencies. Potential responders include, but are not limited to, the Kirkland Police and Fire Department, the State Police, the National Guard, the Federal Emergency Management Agency, the Federal Bureau of Investigation and the Center for Disease Control. Non-governmental agencies, such as the American Red Cross, may also be
asked to provide assistance. Your cooperation with all of these agencies and organizations will be necessary. However, if you should have any serious doubts about the authority of any representatives of these agencies and organizations with regards to your personal activities and property, contact the Security Office immediately for advice. If possible, information will also be posted on the University’s web-page regarding the role of off-campus agencies and organizations in responding to an event that directly affects the University.

2.8.13 MISSING PERSONS PROTOCOL

The Northwest University Security office will thoroughly investigate all reports of missing persons. The university holds that every person reported as missing will be considered at risk until sufficient information to the contrary is confirmed.

All reports of missing or suspected missing resident students should be forwarded to the Security Director who will investigate in conjunction with the Dean of Community Life. The Security Director will make the appropriate notifications to law enforcement personnel and assist external authorities with their investigation as requested.

This policy was developed based on recommendations provided by the National Center for Missing & Exploited Children (NCMEC) “Model Policy;” 2006.

Note: Questions concerning parental custody occasionally arise in relation to missing-student reports. It is university policy to accept the report of a missing student(s) even if custody has not been formally established. Reporting parties shall be encouraged to obtain legal custody as soon as possible; however, since the safety of the missing student(s) is paramount, university staff will open a case when it can be shown that the student is missing, without explanation, from her or his usual place of residence.

Missing Persons Definitions used by Law Enforcement

1. Juvenile refers to a person who is:
   a. under the legal age of the state in which they reside, and
   b. they are not emancipated
2. Emancipated refers to a person:
   a. Under legal age of the state in which they reside, and
   b. has legally been declared an adult
3. Adult refers to a person who is:
   a. 18 years of age or older, or
   b. a person emancipated by law (i.e. A student enrolled in a Higher education institution, or by legal decision)
4. Child refers to a person who is:
   a. Younger than 13 years of age, and
5. Unusual circumstances refers to:
   a. A missing child 13 years of age or younger.

This age was established by the federal Missing Children Assistance Act because
children of this age group have not established independence from parental control and do not have the survival skills necessary to protect themselves from exploitation on the streets.

b. A child or an adult who is missing and believed to be one or more of the items noted below.
   i. **Suicidal.** The person may be harmful to themselves or others.
   ii. **Out of the zone of safety;** for his or her age and physical and mental condition. The zone of safety will vary depending on age. In the case of an infant, for example, the zone of safety will include the immediate presence of an adult custodian or the crib, stroller, or carriage in which the infant was placed. For a school-aged child the zone of safety might be the immediate neighborhood or route taken between home and school. In the case of an elderly person of diminished physical and/or mental health, the zone of safety might include the close proximity and availability of a caregiver familiar with that individual’s condition and needs.
   iii. **Mentally diminished.** If the person is developmentally disabled or emotionally disturbed, or the victim of disease, he or she may have difficulty communicating with others about needs, identity, or address. The disability places the person in danger of exploitation or other harm.
   iv. **Drug dependent.** In the case of a child, the term “drug dependent” shall refer to dependence on either prescription or illicit substances, since any drug dependency puts a child at substantially increased risk. In the case of an adult, the term “drug dependent” shall refer to a dependence on legally prescribed medicines vital to the adult’s continued physical well-being. This in no way limits an officer’s discretion in determining exigent circumstances regarding an adult’s use of illicit drugs.
   v. **Life-threatening situation.** The environment in which the person is missing may be particularly hazardous. Examples of a dangerous environment could be a busy highway for a toddler, an all-night truck stop for a teenager, or an outdoor environment in inclement weather for a child of any age or elderly missing person. This would also include a belief that the missing person is with individuals who could endanger their life.
   vi. **Absent; from home/residence.** 24 hours does not need to pass before being reported as missing to law enforcement. While some persons may incorrectly assume that 24 hours must pass before law enforcement will accept a missing-person case, a delay in reporting might also indicate the existence of neglect or abuse within the family.
   vii. **Absent; under circumstances inconsistent with established patterns of behavior.** Most children and adults to some degree have established routines that are reasonably predictable. Significant, unexplained deviations from those routines increase the probability that the person may be at risk. A child or adult whose disappearance involves circumstances that would cause a reasonable person to conclude that the missing person should be considered at risk or endangered.
viii. Potential victim; of foul play or sexual exploitation. Significant risk to the person can be assumed if investigation indicates a possible abduction, violence at the scene of an abduction, or signs of sexual abuse.

6. Actions upon determination of unusual circumstances.

If it is determined that unusual circumstances are involved in the report of a missing adult or child, the person will be considered at-risk, and an expanded investigation, including the use of all appropriate resources, will immediately commence. While all missing-person incidents should be thoroughly investigated, those involving unusual circumstances indicate a heightened likelihood of risk to the person and, therefore, require an intensive response.

Procedure

Responsibilities of departments or individuals who may be involved in a missing person(s) case:

1. Security Office
   a. Security Officers receiving the report of a missing person should:
      i. Determine if circumstances meet the definition of a missing person.
      ii. Question the caller about the circumstances of the report; make a preliminary assessment about the level of risk to the missing person. Assessment should also prepare the call-taker to promptly activate additional response protocols if needed.
      iii. Notify the Security Director via telephone of the report.
      iv. Respond promptly to the scene of the report.
      v. Interview the person(s) who made the initial report. The purpose of this interview is to gain insight into the circumstances surrounding the disappearance and other information needed to conduct an initial assessment of the case.
      vi. Obtain a description of the missing person. The collection of information about the missing person, including race, height, weight, hair and eye color, clothing, and other noteworthy features, should be done promptly (if available, cross-check information received against dispatcher taken report), clarify all initially relayed information to other officers who may be assisting in the investigation. Recent photographs and/or videotape should be secured if available.
      vii. Verify that the person is in fact missing. In the case of children, first responders should never assume that searches conducted by distraught parents or others have been performed in a thorough manner. Another check of the house and grounds should be made that includes places where
children could be trapped, asleep, or hiding. Special attention should be paid to enclosures like refrigerators, freezers, and the interior of parked vehicles where limited breathing air may place the child at even greater risk. In the case of university students, first responders should ask if parents have checked with the child’s friends or perhaps overlooked or forgotten something the student may have said that would explain the absence.

**NOTE**: A search of the student’s campus residence should be conducted even if the missing person was last seen elsewhere.

2. The **Security Director** should:
   a. Obtain a briefing from the first responder(s) and other university personnel at the scene. This briefing allows the Security Director to determine the scope and complexity of the case and develop an appropriate response. The briefing should be conducted away from family, friends, or any other individuals who may be present. Doing so will allow officers to speak freely about the events that have transpired and pass along initial impressions and opinions that might be misconstrued by others.
   b. Determine if additional personnel and resources are needed to assist in the investigation. It is the Security Director’s responsibility to ensure that the appropriate law enforcement agency has been notified and is responding to the correct location.

3. **Student Development**
   a. Immediate Response
      i. The Security Director in conjunction with the Dean of Community Life will conduct a thorough and timely investigation with staff or individuals reporting the missing student to determine the whereabouts of the person.
      ii. The Dean of Community Life should contact the missing student’s parents/guardian to confirm if the student is residing at their permanent address.
      iii. When a student is determined to be missing, the Security Director will notify the Kirkland Police Department as soon as possible.
      iv. Student Development Directors will begin to interview those close to the missing person (e.g. friends, roommates, family, residence staff, the Director of Counseling, etc.) and other relevant associates. Particular attention will be given to possible locations of the student and his/her most recent mental state and/or personal problems.
      v. Once a report has been filed with a Kirkland Police Department, University staff and students will assist as much as possible in the investigation. Resident Life Staff will assist authorities in identifying and locating individuals that may have information relevant to the investigation.
b. Secondary Response

i. The Security Director, Dean of Community Life and the Vice President for Student Development will communicate with each other regarding any new developments related to the missing person report; each will ensure that relevant parties are kept informed.

ii. Information regarding the case will not be released publicly unless authorized by Kirkland Police Department’s Public Affairs Office and Northwest University’s Vice President for Advancement. All media inquiries should be directed to the Vice President for Advancement (425) 889-7800 or Director for Marketing (425) 889-4209.

iii. If deemed necessary, a timely notification will be issued by the Security Director. A notification may not be issued to the community if law enforcement believes that public notification would hinder their investigation. When issuing notices, consideration will be given to respect the privacy of victims, witnesses and the accused while maintaining Clery Act compliance.

iv. When the Security Director and local police have determined that all leads to preliminarily locate the missing student have been exhausted and the whereabouts of the student remains unknown, the Vice President for Student Development will notify both the office of the President and the student’s parents/guardians.

4. Residence Life Staff

a. Immediate Response

i. Staff should notify the Security Director immediately if they have seen or know any information about the student reported as missing.

ii. If the Kirkland Police Department’s investigation takes them to a residence hall, University personnel will cooperate fully with their investigation. Security Personnel will be available to assist the residence life staff.

iii. If residents of the building involved are observed acting unusually concerned or irrational, staff will consult with the Dean of Community Life or the Director of Counseling to develop strategies to assist the residents.

b. Secondary Response

i. Tend to individual students or students in a living area impacted by the missing classmate.

ii. All media inquiries should be directed to the Vice President for Advancement or the Director of Marketing. In the event that information needs to be disseminated to building residents, staff will be directed by the
5. **Vice President for Student Development**
   
a. **Immediate Response**
   
i. The Vice President will determine employee or student personnel who may have information that would contribute to the search. The Student Development office will be responsible to contact these individuals and receive any pertinent information.
   
ii. In consultation with the Security Director, the Vice President for Student Development will determine if a potential threat to the University community exists. The Emergency Crisis Management Team may be convened at this time.
   
iii. Notify the Office of the President of the missing student report.
   
iv. If the Security Director and/or the local police have determined that all leads to preliminarily locate the missing student have been exhausted and the whereabouts of the student remains unknown, the Dean of Community Life or the Vice President for Student Development will maintain contact the student’s parents/guardians until the case is resolved or closed.
   
b. **Secondary Response**
   
i. Upon return of the missing student, the Vice President for Student Development will:
   
   1. Make appropriate health, counseling or academic success referrals, and
   
   2. Consult with the student regarding any concerns raised by their absence.

**Foreign Nationals**

The US Department of Immigration and Customs Enforcement (ICE) oversees requirements for the Student and Exchange Visitor Program (SEVIS) tracking requirements with regards to foreign nationals. Northwest University’s contact person for all ICE/SEVIS issues is Karen Forbes at (425) 889-5764.

1. Failure to report. All foreign national students have an allotted timeframe for reporting to their prescribed institution. Upon checking into the USA their data is entered into the SEVIS database where once they have arrived at Northwest they are verified. If a student fails to arrive and register for classes Karen Forbes notifies ICE.

2. Missing Student(s); Known Travel. All foreign Nationals are authorized to travel inside the USA during their time as a student. If they do not register for classes or fail to return after any break period and are reported missing, Karen Forbes will notify ICE.
3. Missing Student(s); unknown location. Follow all regular protocols for missing person; notify Karen Forbes who will make the required ICE notification.

Criminal Activity Based Disappearance

1. Obtain a description of the suspected abductor(s) and other pertinent information. Officers need to immediately record witness information, not only for general investigative use but also before witnesses forget or speak to others who may confuse or make suggestions about what was actually observed. If the abduction scene involves a business or other public place, officers may be able to supplement witness information with video from security cameras that might provide crucial details about the suspect, vehicles, and circumstances. In the case of a suspected family abduction, the reporting party may have photographs of the abductor or other valuable information.

2. Immediately call 911 and then notify the Security Director.

3. Secure and safeguard the area as a potential crime scene. If unusual circumstances exist, first responders must take control of the immediate area where the incident occurred and establish an appropriate perimeter to avoid destruction of vital evidence.

4. Control potential witnesses until the Kirkland Police arrive.

5. Prepare necessary reports and complete the appropriate forms. Information gathered by the first responding officer(s) may be instrumental in the eventual case resolution. To record this important information, officers should prepare a chronological account of their involvement and actions in the case from the time of assignment to the point of dismissal. Reports should include all details about the call response, not just those events that obviously appear to have a direct bearing on the case.

KEY TERMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ECI</td>
<td>Executive in Charge of the Institution</td>
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<td>ECMT</td>
<td>Emergency and Crisis Management Team</td>
</tr>
<tr>
<td>CSOT</td>
<td>Core Support Operations Team</td>
</tr>
<tr>
<td>CT</td>
<td>Communication Team</td>
</tr>
<tr>
<td>OHERT</td>
<td>Off-Hours Emergency Response Team</td>
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<tr>
<td>CERT</td>
<td>Community Emergency Response Team</td>
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<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>BEC</td>
<td>Building Emergency Coordinators</td>
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</table>
2.9 Violence and Trauma Counseling

During and after an emergency involving violence and trauma, many students and some faculty and staff will require counseling. The Wellness Center will be responsible for directing and providing counseling services but it is likely that many other individuals, including Residence Life Staff and faculty members, will be involved either formally or informally.

The first few hours following a traumatic event are the most critical. During this period, debriefing sessions are needed to allow individuals to vent their emotions and establish a sense of balance. The highest priority for debriefing sessions should be given to those who were at the scene of a disaster. Debriefing of these individuals should take place within 12 hours to avoid internalization of the event and minimize post-traumatic stress disorders. However, in some instances, law enforcement officers may need to talk to victims and witnesses first, to obtain critical information.

Residence Life Staff are encouraged to hold debriefing sessions for students residing in the residence halls. Requests for assistance in holding these sessions should be made to the Health Services Office, with the understanding that first priority must be given to counseling those who were injured or personally witnessed traumatic events.
Emergency and Crisis Management Plan

APPENDICES
Appendix A: Emergency Response Operations Forms
Northwest University

BUILDING SITE SECURITY – INGRESS/EGRESS

Building _____________________________ Date ______________

Entrance/Exit Location _________________________________________

Monitor’s Name ___________________________ Page Number __________

<table>
<thead>
<tr>
<th>NAME</th>
<th>TIME ENTERING</th>
<th>EXITING</th>
<th>DESTINATION/REASON FOR ACCESS</th>
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</table>
Northwest University

**CRISIS REFERRAL LIST**

Crisis Referral Person’s Name _______________________________________

Date _______________ Location_______________________________________

<table>
<thead>
<tr>
<th>NAME</th>
<th>DESCRIBE RECOMMENDED FOLLOW-UP</th>
<th>WHERE HOUSED</th>
<th>CURRENTLY</th>
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Northwest University

**DISASTER SHELTER REGISTRATION**

**Shelter Location:** ____________________________________________

<table>
<thead>
<tr>
<th>Name:</th>
<th>Describe Medical Problem (if any)</th>
<th>Age:</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Describe Treatment Received for Medical Problem (if any)</td>
<td></td>
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</tbody>
</table>

**Status:**

- [ ] Student
- [ ] Faculty
- [ ] Staff
- [ ] Other ________________

**Emergency Contact Person**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Home Address</th>
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<tbody>
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<td>(or residence hall if resident student)</td>
</tr>
</tbody>
</table>

**Reason for requiring emergency shelter:**

- I do [ ] do not [ ] authorize release of the above information concerning my whereabouts or general condition.

**Signature:** ___________________________________ **Date of Arrival:** __________________________

**Departed on:** ___________________________________
Northwest University

EMERGENCY FIRST AID/MEDICAL FORM
(2-part carbon copy)

Name of Injured: ___________________________ □ Student □ Faculty
                   □ Staff □ Other

Date: ________________________________ Time: _______________________________

Home Address (or residence hall if resident student): __________________________

Department (faculty/staff): _______________________________________________

First Aid/Medical Provider: _______________________________________________

Type of aid administered (details): __________________________________________
                                           __________________________________
                                           __________________________________
                                           __________________________________
                                           __________________________________

Transfer to Medical Facility Off Campus:

Time: ____________________________

Reason: _________________________________________________________________
                                           __________________________________
                                           __________________________________

Destination: _____________________________________________________________

Accompanied by: __________________________________________________________

Transported via: □ Ambulance Service □ Police □ Fire □ Other

Extent of Injury: __________________________________________________________

Other known critical information (allergies, etc.): _____________________________
                                           __________________________________
                                           __________________________________
Northwest University

Emergency Response Teams

Emergency Response Team

First Aid
Search/Rescue
Security
Facilities Assessment

Response Team Membership Lists

First Aid

Search/Rescue

Safety and Security

Facilities Assessment
Northwest University

SEARCH/RESCUE ACCOUNTING FORM

Building: __________________________ Date: ___________ Time: ___________

Room Number or Visual Inspection Area Zone: ___________________________________

Name of Search/Rescue Team Member: ____________________________________________

Page Number: ______

<table>
<thead>
<tr>
<th>Room/Area of Inspection</th>
<th># Fatal Injuries</th>
<th># Seriously Injured</th>
<th># Minor Injuries</th>
<th>Check if no problem</th>
<th>Structural Damage Brief Description</th>
</tr>
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Northwest University

SITE STATUS REPORT - EOC MESSAGE FORM

TO: ___________________________ FROM: ___________________________
LOCATION: ___________________________ DATE: ______________
TIME: _____ PERSON IN CHARGE AT SITE: ___________________________
Message via: ____ 2-way radio _____ Radio _____ Telephone ____ Messenger

FACULTY/STAFF/STUDENT STATUS

<table>
<thead>
<tr>
<th>Injured</th>
<th>#Hosp./Med</th>
<th>#Deceased</th>
<th>#Missing/Unaccounted for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td></td>
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<td></td>
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<tr>
<td>Staff</td>
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<tr>
<td>Students</td>
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<td>Others</td>
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STRUCTURAL DAMAGE: (Check damage/problem and indicate location(s))

<table>
<thead>
<tr>
<th>Damage/Problem</th>
<th>Check if no problem</th>
<th>Location(s)</th>
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<tbody>
<tr>
<td>Gas Leak</td>
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<td>Water</td>
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<td>Fire</td>
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<td>Electrical</td>
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<td>Communications</td>
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<tr>
<td>Heating/Cooling</td>
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<td>Other</td>
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</table>
Appendix B: Emergency Management Maps

(to be completed)
Appendix C: Emergency Assembly Areas

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Primary Location</th>
<th>Secondary Location</th>
</tr>
</thead>
</table>

(To be completed by CSOT)
Appendix D: Bomb Threat Report

Submit copies of this completed report to Police, Security, the President, and the Director of University Communications.

Background:
Call received by: ___________________________ Date/time: ___________________________

Gender of caller: ________ Phone number called: ___________________________

If possible, attempt to obtain the following information:
1. When is the bomb going to explode?
2. Where is it right now?
3. What does it look like?
4. What will cause it to explode?
5. What kind of bomb is it?
6. Why did you put it in the building?

________________________________________________________________________

Caller’s Voice
☐ calm
☐ nasal
☐ angry
☐ stutter
☐ excited
☐ lisп
☐ slow
☐ rasпy
☐ accent
☐ deep
☐ familiar
☐ ragged
☐ clearing throat
☐ deep breathing
☐ cracking voice
☐ whispered
☐ disguised
☐ slurred
☐ rapid

Background Sounds
☐ Animal
☐ PA system
☐ Static
☐ Machinery
☐ Local
☐ Booth
☐ Street
☐ Music
☐ Motors
☐ Voices
☐ Toll
☐ house noises
☐ long distance

Threatening Language
☐ well-spoken
☐ irrational
☐ foul
☐ incoherent
☐ taped
☐ message read?

NOTE: Please record the exact wording of the threat and any additional comments.
Appendix E: Building Emergency Coordinator Plan

Building Emergency Coordinators (BEC’s) are NU employees who work for various departments who represent each campus building. BEC’s have also been chosen to play an important role in the implementation of the University’s Emergency and Crisis Management Plan.

In the event of emergencies, BEC’s will implement appropriate emergency procedures for which they have been trained. They will serve as essential contacts for each building or area in the event that emergency information must be distributed quickly. They may be called upon to take emergency actions within their buildings such as locking doors or making emergency equipment available. BECs form the backbone of the NU CERT.

A BEC will be appointed for each University building by the academic deans primarily responsible for the use of each building in conjunction with the Provost and the Vice President for Student Development. For large buildings containing more than one department, BECs may be designated for individual departments. BECs will be required to receive CERT training through the city of Kirkland. BECs will play a lead role in emergency preparedness and response for individual buildings. BECs and backup coordinators should meet at least annually with all building occupants to review the procedures that would be followed during an emergency. The Director of Security should meet at least annually with all of the BECs to review the progress that has been made in preparing buildings and their occupants for emergencies. For Residence Halls, the RAs will also serve as the BECs.

Evacuation routes have been identified for all University buildings. BECs should confirm that maps showing evacuation routes have been posted in conspicuous locations in the building(s) for which they are responsible. If maps indicating evacuation routes have not been posted in circulation areas, classrooms and laboratories, the Director of Security should be contacted and asked to install appropriate signage.

The University’s Emergency and Crisis Management Plan cannot be effective if faculty, staff and students are not familiar with the procedures that should be followed during an emergency. It is the responsibility of the Director of Security to develop and maintain awareness of the University’s Emergency Response Plan and to schedule periodic (at least annual) drills, including the evacuation of all buildings. Supplemental drills may be organized and implemented by BECs with the approval of the Director of Security.

A list of BECs will be kept at each EOC site and at the Security Office along with office phone numbers. BECs may also function as a calling tree in the event that it is necessary to quickly disseminate emergency information.

Role of Faculty in Assisting Building Emergency Coordinators

Faculty members who are teaching a class during the time of an emergency will provide instructions to their students about specific emergency procedures, including how to evacuate buildings and where to assemble after building evacuations. At the emergency assembly areas, the faculty will take a roll call of their class and, through inquiries of assembled students, attempt to determine the whereabouts of any missing students.
The following are a list of specific procedures for faculty involvement during an emergency:

1. Direct students to a prearranged assembly area in accordance with warning signals, written notification and/or verbal orders.
2. Conduct a roll call at the assembly area to determine if there are students who are unaccounted for.
3. Report any missing students to the Emergency Operations Center via the BEC or via runners. The EOC will collect roll call information.
4. Remain with your assigned students until relieved by authority of the Implementation Coordinator.
5. Send ambulatory students in need of first aid to the designated First Aid Station. Injured personnel who are not ambulatory should not be moved until cleared by authorized personnel, unless required to protect them from further injury.
6. Faculty members with specialized training, such as nursing and physical education instructors, may be requested to assist in providing first aid and identifying students with specialized training for a given area.
7. Faculty are expected to provide and/or delegate assistance to students with disabilities in the event of an emergency.
8. If absent from a classroom at the time of an emergency, faculty should report at once to the designated assembly area for the building in which their office is located (see Appendix C).
9. Contact the Emergency Operations Center to determine if their help is needed on emergency response teams. Faculty members should keep the Emergency Operations Center informed of their whereabouts during any emergency.
10. Through discussions with each other, it should be determined if anyone is unaccounted for and may need assistance. Roll calls and other evacuation results or questions should be presented to the BEC for each building or department. BECs will provide status reports and updates from their assembly area to the EOC.

**Residence Halls and BEC’s**

Separate assembly areas have been established for each residence hall. Residence Life Staff should play lead roles in determining if all students who were known to be in the buildings have been accounted for. Resident lists for each residence hall BEC should be updated each academic term and stored with the BEC kit along with information on residents with mobility impairments. Missing and accounted for students should be reported to the EOC via the Security Office.

At the occurrence of a building emergency or fire alarm, RAs will begin the evacuation process for the building by checking the rooms on their floor for residents that need to evacuate. BEC’s should report immediately to the evacuation location with their BEC kit. In the event of actual fire a pull station should be pulled to activate the fire alarm if it has not already sounded. RAs should leave their floors immediately if there is significant smoke or fire. Doors should be left in the closed position after each room is checked. After completing their search, Peer Advisors should report in to the BEC at their designated evacuation location. The report should include any information about students that require assistance to evacuate or areas that could not be searched due to dangerous conditions. The BEC will collect data on accounted for or missing students and report this to the emergency operation center. The BEC should designate runners to report large amounts of information such as copies of the roster. Smaller reports may be delivered via phone or emergency radio to the EOC at the Campus Security Office. Priority will be given to information regarding students requiring assistance followed by data from the housing roster.
BUILDING EVACUATIONS
In the event of building evacuations BEC’s will organize assembly and accountability of evacuees at the designated evacuation locations described by this plan. After initially accounting for evacuees, BEC’s will report to the EOC. Due to the unpredictability of telephone services in emergencies, it may be necessary to communicate this information by runner, portable radio or other available means. Each BEC will be equipped with a kit containing the Emergency and Crisis Management Plan, along with relevant forms, signs and special procedures needed to complete their responsibility. Emergency communications equipment to assist BEC’s in contacting the EOC is currently being evaluated.

The purposes of the occupant accountability actions are two-fold. First, it is important that some methodical effort be made to identify those who may be missing and require rescue or first aid in a crisis such as a fire or earthquake. Second, identification of those who have survived the initial moments of a crisis provide a useful means of reassuring University constituency that their loved ones have survived the initial crisis and may be able to communicate at an appropriate time. Those who are missing or require medical attention will require emergency contact notification at some point during the operation as determined by the communications team.

EMERGENCY LOCKDOWNS
In the event of a serious security threat to the community, it may be necessary to quickly lock campus buildings to protect occupants and minimize the overall exposure to danger. In the event such an emergency occurs, a lock down will be declared by the Security Director in accordance with the provisions of the Emergency and Crisis Management Plan. By utilizing the emergency notification plan BEC’s will be notified to assist with the lock down process. The BEC’s will receive training in the best ways to accomplish this task and minimize risk. The BEC kits will provide the necessary keys or tools for the BEC’s so that they may accomplish this task. The BEC should utilize lock down signs from their kit to post building entrances. Following completion of the lockdown task, BEC’s will report in to the security director by phone or email.

BEC TRAINING
All BECs must receive CERT training through the City of Kirkland. The training is free and classes are currently held on Thursdays from 1-4 pm or 6-9 pm. Classes meet for six weeks and are worth 20 hours of continuing education credit through Western Washington University. BECs shall meet at least annually with the Director of Security to review their procedures and updates to the ECMP. BEC’s will receive training on procedures for specific emergencies such as fires, earthquakes, and lock downs as well as the use of the coordinator kits and equipment.

BEC Kits
The standard BEC kit will consist the following items: BEC vest (a bright colored safety vest), evacuation rosters, emergency radios, megaphone, forms and signs, clip boards, pens and markers, legal pads, lock down keys, barricade tape, first-aid kit, flashlight, ear plugs, and back pack.
Appendix F: Medical Information

EEOC Guidelines for Obtaining and Using Employee Medical Information as Part of Emergency Evacuation Procedures

The U.S. Equal Employment Opportunity Commission

Fact Sheet on Obtaining and Using Employee Medical Information as Part of Emergency Evacuation Procedures

Introduction
In light of recent events, many employers are developing or re-evaluating emergency procedures to ensure the safe evacuation of all employees. A comprehensive emergency evacuation plan should provide for prompt and effective assistance to individuals whose medical conditions may necessitate it. Many employers have asked how the Americans with Disabilities Act (ADA) and the Rehabilitation Act affect their ability to achieve this goal. Specifically, employers have asked whether they may request information to help identify individuals who might need assistance because of a medical condition and whether they can share this information with others in the workplace. As the following questions and answers demonstrate, federal disability discrimination laws do not prevent employers from obtaining and appropriately using information necessary for a comprehensive emergency evacuation plan.

1. May an employer ask employees whether they will require assistance in the event of an evacuation because of a disability or medical condition?

Yes. Some employees may need assistance because of medical conditions that are not visually apparent. Others may have obvious disabilities or medical conditions but may not need assistance. Employers, therefore, are allowed to ask employees to self-identify if they will require assistance because of a disability or medical condition.

2. How may an employer identify individuals who may require assistance?

There are three ways that an employer may obtain information:

1. After making a job offer, but before employment begins, an employer may ask all individuals whether they will need assistance during an emergency.

2. An employer also may periodically survey all of its current employees to determine whether they will require assistance in an emergency, as long as the employer makes it clear that self-identification is voluntary and explains the purpose for requesting the information.

3. Finally, whether an employer periodically surveys all employees or not, it may ask employees with known disabilities if they will require assistance in the event of an emergency. An employer should not assume, however, that everyone with an obvious disability will need assistance during an evacuation. People with disabilities are generally in the best position to assess their particular needs.
An employer should inform all individuals who are asked about their need for emergency assistance that the information they provide will be kept confidential and shared only with those who have responsibilities under the emergency evacuation plan. *(See Question 4 below.)*

3. **May an employer specifically ask what type of assistance will be needed?**

Yes. An employer may ask individuals who indicate a need for assistance because of a medical condition to describe the type of assistance they think will be needed. One way that this can be done is by giving all employees a memo with an attached form requesting information. The employer also may have a follow-up conversation with an individual when necessary to obtain more detailed information. For example, it would be important for an employer to know whether someone who uses a wheelchair because of mobility limitations is able to walk independently, with or without the use of crutches or a cane, in an emergency situation. It also would be important for an employer to know if an individual will need any special medication, equipment, or device (e.g., an assisted wheelchair carrier strap or a mask because of a respiratory condition) in the event of an emergency. Of course, an employer is entitled only to the information necessary for it to be prepared to provide assistance. This means that, in most instances, it will be unnecessary for an employer to know the details of an individual's medical condition.

4. **Who is allowed to have information about employees needing assistance in an emergency?**

The ADA has provisions that require employers to keep medical information about applicants and employees confidential. These provisions, however, include an exception that allows an employer to share medical information with first aid and safety personnel. This exception would allow an employer to share information about the type of assistance an individual needs in the event of an evacuation with medical professionals, emergency coordinators, floor captains, colleagues who have volunteered to act as "buddies," building security officers who need to confirm that everyone has been evacuated, and other non-medical personnel who are responsible for ensuring safe evacuation. These individuals are entitled to the information necessary to fulfill their responsibilities under the employer's emergency evacuation plan.

The ADA applies to private employers with fifteen or more employees and to state and local government employers. The Rehabilitation Act applies to most federal employers, and its substantive requirements are the same as those that apply to employers covered by the ADA.

The Commission previously has issued more detailed guidance on related issues concerning disability-related inquiries and medical examinations of applicants and employees. *(See Enforcement Guidance: Pre-employment Disability-Related Questions and Medical Examinations Under the Americans with Disabilities Act of 1990 (October 10, 1995) and Enforcement Guidance: Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act (ADA) (July 27, 2000).*
Appendix G: Pandemic Flu Response
(Redacted from the King County Pandemic Flu response plan)

Introduction

Seasonal influenza epidemics recur yearly due to subtypes of influenza that circulate worldwide. These epidemics are responsible for an average of 36,000 deaths annually in the United States. Seasonal influenza primarily impacts those in the community with weaker immune responses (the very young, old and chronically ill) since most people develop some degree of immunity to the viruses through annual illness or vaccine. This immune response helps protect from the serious consequences of influenza. Influenza pandemics, however, are distinct from seasonal influenza epidemics and represent one of the greatest potential threats to the public’s health. Pandemic influenza refers to a worldwide epidemic due to a new, dramatically different strain of influenza virus. A pandemic virus strain can spread rapidly from person to person and, if severe, can cause high levels of disease and death around the world.

During the 20th century, three pandemics occurred that spread worldwide within a year. The influenza pandemic of 1918 was especially virulent, killing a large number of young, otherwise healthy adults. It is now known that this pandemic was caused by an avian influenza virus that suddenly developed the ability to infect humans and to easily spread from person to person. The pandemic caused more than 500,000 deaths in the United States and more than 40 million deaths around the world. Subsequent pandemics in 1957-58 and 1968-69 caused far fewer fatalities in the U.S., 70,000 and 34,000 deaths respectively, but caused significant morbidity and mortality around the world. These two pandemics were caused by an influenza virus that arose from genetic reassortment between human and avian viruses.

The Centers for Disease Control and Prevention (CDC) estimates that in the U.S. alone, an influenza pandemic could infect up to 200 million people and cause between 200,000 and 1,900,000 deaths. The worldwide public health and scientific community is increasingly concerned about the potential for a pandemic to arise from the widespread and growing avian influenza A (H5N1) outbreak across several continents. Although many officials believe it is inevitable that future influenza pandemics will occur, it is impossible to predict the exact timing of these outbreaks.

There are several characteristics of an influenza pandemic that differentiate it from other public health emergencies. First, it has the potential to suddenly cause illness in a very large number of people, who could easily overwhelm the health care system throughout the nation. A pandemic outbreak could also jeopardize essential community services by causing high levels of absenteeism in critical positions in every workforce. It is likely that vaccines against the new virus will not be available for six to eight months following the emergence of the virus. Basic services, such as health care, law enforcement, fire, emergency response, communications, transportation, and utilities, could be disrupted during a pandemic. Finally, the pandemic, unlike many other emergency events, could last for several weeks, if not months.

In responding to a pandemic flu, faculty, staff, and students at Northwest University need
understand some of the key assumptions being made by King County Emergence services personnel:

- The health care system may have to respond to increased demands for service while the medical workforce experiences 25-35% absenteeism due to illness.
- Demand for inpatient beds and assisted ventilators will increase by 25% or more, and prioritization criteria for access to limited services and resources may be needed.
- Emergency Medical Service responders will face extremely high call volumes for several weeks, and may face 25% - 35% reduction in available staff.
- The number of fatalities experienced during the first few weeks of a pandemic could overwhelm the resources of the Medical Examiner’s Office, hospital morgues, and funeral homes.

Based on these assumptions, the Kirkland Fire department has stated that their emergency medical services personnel will not respond to 911 calls that are pandemic flu related.

Northwest University Responses
Sanitation and Social Distancing strategies are the primary responses to a pandemic flu or any other disease outbreak at Northwest University as follows:

Sanitation
Housekeeping personal need to make several daily rounds through the residence halls, and the classrooms focusing on cleaning all commonly handled surfaces (door knobs, bathroom facilities, handrails, teacher podiums or audio-visual stations etc.) with an approved disinfectant. Cleaning staff need to wear appropriate PPE while cleaning and while handling trash. Trash which includes possible sources of infection such as facial tissues or paper towels must not be allowed to accumulate in buildings. In the event that Summit cannot provide the necessary personnel, RA staff and Building Emergency Coordinators will have to insure these tasks are performed by themselves or others they designate.

Maintenance staff must insure that school vans that are checked out by different departments are sanitized after each use.

Offices, work stations, or office equipment (telephones, faxes, copy machines which are used by more than one person must be sanitized after each use with an approved spray or disinfectant wipe. The University will provide the necessary cleaning supplies which individual departments or offices will then take as they do any other office supply item.

Social Distancing
The Provost and the Vice President for Student Development should develop a social distancing strategy which considers the need to suspend extracurricular social gatherings (chapel, sporting events, drama events, ASB or other student activities etc.) in the early stages of a flu pandemic to help slow the spread of the disease on campus. A quarantine plan should also be developed whereby students who are known to be ill with the flu are sent home immediately or kept isolated in their dorm rooms.
The King County Health Department has the authority to enact social distancing strategies by suspending large public gatherings to include the closing of all stadiums, theaters, community centers, houses of worship, and schools. Decisions regarding the closing of public and private schools, colleges, universities and libraries in King County will be made by the Local Health Officer after consultation with local school superintendents, school presidents and elected officials. The Provost and the Vice President for Student Development should develop a plan of operations should local health officials decide to suspend classes. Possible options could include various distance learning plans using the internet or other independent study methods.

Sanitation and Social Distancing at the Cafeteria
The cafeteria presents a special problem and will likely be a primary locus of infection on the campus. Pioneer staff in conjunction with Summit staff need to develop a sanitation and social distancing strategy in the event of a pandemic flu virus. Suggested actions which would be beneficial would be to have gloved food handlers do all of the serving on the hotline, the sandwich bar, the salad bar, and the healthy choices bar to prevent serving utensils from becoming sources of infection. Additionally, cleaning staff should be on hand to wipe down table surfaces with disinfectant after each use by a student. Provision should be made so that those who are known to be ill with the flu can have food brought to their rooms rather than frequenting the cafeteria. Pioneer food should be prepared for a substantial increase in the consumption of hot drinks and fruit juices during a pandemic flu outbreak.

Establishing an Information Hotline
As a means to both distribute individualized information and collect information from persons who may be experiencing symptoms or have been diagnosed with the pandemic virus a hotline should be established. The following protocol will serve as a guide for individuals assigned as hotline responders.

Flu Hotline Protocol: 1-800-318-2139

During office hours calls will be routed to the receptionist. The receptionist conferences the call to the first available responder in order of priority listed below. Attention should be given to hand-off the call directly to a person and not a voice-mail.

After office hours, calls will be routed to a voicemail box. When a message is left an email will be sent to Dan Neary or additional responders on a rotation basis if call volume becomes significant. Responders should expect to receive calls during office hours in order of priority. Outside of office hours, responders should expect to receive calls on their assigned rotation day.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Office</th>
<th>Cell</th>
<th>Rotation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Services Director</td>
<td>x5284</td>
<td>TBD</td>
<td>Monday</td>
</tr>
<tr>
<td>Teresa Regan</td>
<td>x5282</td>
<td>206-290-9097</td>
<td>Wednesday</td>
</tr>
<tr>
<td>Dean of Community Life</td>
<td>X5287</td>
<td>TBD</td>
<td>Tuesday</td>
</tr>
<tr>
<td>Paul Banas</td>
<td>x5261</td>
<td>425-213-9095</td>
<td>Sunday</td>
</tr>
<tr>
<td>Steve Quigley</td>
<td>X5581</td>
<td>TBD</td>
<td>Thursday</td>
</tr>
</tbody>
</table>
Responders

*Information call*

1. Maintain familiarity with campus updates and relevant web site information

The [Centers for Disease Control and Prevention](https://www.cdc.gov) (CDC) and [pandemicflu.gov](https://www.pandemicflu.gov) are both good resources along with the [Seattle and King County Public Health Office](https://www.seattle.gov). In addition, the [World Health Organization](https://www.who.int) (WHO) provides information on global health issues.

2. Provide information referencing your source.
3. Refer the student to related web sites or their healthcare provider.

*(A Clinic referral list is attached)*
**Reporting symptoms call**

1. Record the student’s name and contact information along with the current date and time of the call.
2. Symptom checklist (Adapted from King County Public Health office)

   - ☐ Yes ☐ No  Do you have a sore throat, bad cough, or runny nose?
   - ☐ Yes ☐ No  Do you have body aches or chills?
   - ☐ Yes ☐ No  Do you have vomiting or diarrhea?
   - ☐ Yes ☐ No  Do you have a fever of 100 degrees or more?

   If the answer is “yes” to two or more questions above, the student might have the flu. Also be alert for signs that the student has trouble breathing and isn’t drinking enough fluids. Be alert for skin rashes or any signs that the student is more uncomfortable than you would expect with the flu.

   Students with these presenting symptoms should be asked to refrain from attending class for one week or until a diagnosis is made by a health care provider and notice given through the Flu-Hotline. It should also be recommended that students on the dining hall board plan make arrangements for take-out meals.

   If necessary, help the student find a ride to their health care provider or the emergency room. If the student needs medical care and doesn’t have a medical provider or health insurance, you can refer them to the **Community Health Access Program at 800-756-5437**.

3. Ask what exams the student still has or classes the student is taking and the Professors’ names. Copy this information to the Office of the Provost (jim.heugel@northwestu.edu).
4. Hand-off the student’s information to the Health Services office (TBD@northwestu.edu). She will follow-up with the student the following morning.
5. Details of each instance of reported symptoms should be forwarded to the Student Development Office (paul.banas@northwestu.edu).

**Reporting diagnosis call**

1. Record the student’s name and contact information along with the current date and time of the call.
2. Help the student understand their responsibility to move home until they have recovered from the illness.
3. Ask what exams the student still has or classes the student is taking and the Professors’ names. Copy this information to the Office of the Provost (jim.heugel@northwestu.edu).
4. Assure the student we will be working with the Office of the Provost for them to complete their academic work through an independent study arrangement.
5. The student should be encouraged to contact their professors directly by email as well.
6. Hand-off the student’s information to Jean Clark in the Health Services office (TBD@northwestu.edu). She will follow-up with the student the following morning.
7. Details of each instance of reported symptoms should be forwarded to the Student Development Office (paul.banas@northwestu.edu).
8. If there is a diagnosis, the Administrative Team should be immediately notified.