



VALLEY FORGE MILITARY ACADEMY & COLLEGE



EMERGENCY OPERATIONS PLAN 2024-25

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SEE ATTACHED CRISIS RESPONSE GUIDE (QUICK REFERENCE)

Abbreviations and Glossary of Terms

- EOC** Emergency Operations Center: The physical location at which the coordination of information and resources to support an emergency response takes place.
- FCP** Field Command Post: A physical location or Department of Campus Security or other VFMAC vehicles near the scene of the emergency.
- EOP** Emergency Operations Plan: Describes the structure and process for a coordinated VFMAC approach to an emergency.
- ERT** Emergency Response Team: Comprised of VFMAC staff and senior administrators responsible for specific emergency support functions.
- ICS** Incident Command System: A formal structure for emergency management used by all local, state and federal response agencies during an emergency response.
- IC** Incident Commander: The police or fire official responsible for all emergency activities; has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations on the scene of an emergency.
- ISEP** Incident-Specific Emergency Plan: Detailed actions to follow in the event of a specific emergency, and/or addresses a specialized, incident specific application of VFMAC Emergency Operations Plan

Assembly Point: a pre-designated building or outdoor location to which all persons evacuating a campus building during an emergency (fire, explosion, hazmat release, etc.) will immediately report, and where they should remain until a department head, office manager, or supervisor completes an accounting of all cadets, faculty, staff, and visitors who were inside the evacuated building at the outset of the emergency; should be at least 300 feet away from the evacuated building or site where the emergency originated.

PREFACE

Valley Forge Military Academy and College response to an emergency or disaster will generally involve the following phases:

- **Planning and Mitigation** – The process of developing or refining response plans that will assure an orderly and effective response to an emergency, and for identifying and mitigating areas of vulnerability. After each activation of the Emergency Operations Plan, an after-action review will be performed to determine if the response was effective or if the plan should be modified or improved.
- **Response** – The reaction(s) to an incident or emergency in order to assess the level of containment and control activities that may be necessary. During this phase, VFMAC priorities will be to assure the public welfare, protect critical infrastructure, and provide support to emergency response organizations/operations.
- **Business Continuity** – The process of planning for and/or implementing the resumption of business operations immediately following an interruption or disaster. During this phase, more in-depth forecasts of the incident will be available and campus-wide priorities for program resumption will be determined. All response activities indicated above will continue as necessary.
- **Recovery/Restoration** – The process of planning for and/or implementing recovery of non-critical business processes and functions after critical business process functions have been resumed and for implementing projects/operations that will allow VFMAC to return to a normal service level.

Emergency response efforts shall be conducted in conformity with the Mission, Core Values, and policies of VFMAC, and under the authority of its President.

Because of the unpredictable nature of emergencies, this Emergency Operations Plan will be organized according to *general* detection, notification, and response guidelines, followed by sections containing specific response strategies—or Incident-Specific Emergency Plans (ISEP)—pertinent to different kinds of emergencies where appropriate.

No plan can cover all contingencies, and the Emergency Response Officer and members of the Emergency Response Team (ERT) possess authority commensurate with their responsibility to protect life and property, and to employ strategies not specified in the Emergency Operations Plan.

I. INTRODUCTION

VFMAC Emergency Operations Plan (EOP) is designed to serve as a guideline for VFMAC personnel when responding to any disaster or emergency situation that could or does affect VFMAC.

The EOP is applicable to any man-made and natural disaster, including, but not limited to floods, hurricanes, earthquakes, power failures, hazardous material releases and civil disturbances.

The EOP sets forth an operational structure and outlines basic operational procedures that shall direct those individuals and departments that may be called upon to assist in an emergency response. Because every

scenario cannot be predicted, the EOP is designed to allow policymakers and incident managers flexibility to adapt to events as they unfold.

By establishing a framework of defined responsibilities and communication links, the EOP will help to ensure that VFMAC response to an emergency is prompt, professional, and well-coordinated.

A. Definition of an Emergency

For purposes of planning, an emergency is defined as any situation:

- that creates an imminent danger to the lives of cadets, faculty, staff or visitors at VFMAC;
- that creates an imminent risk to VFMAC property and personal property located on VFMAC grounds;
- that may prevent VFMAC from fulfilling its responsibilities to the cadets, faculty, staff or visitors;
- that could cause serious harm to the reputation of VFMAC; or
- where the VFMAC resources are called upon to assist the local community, state or federal agencies in time of regional or national crisis.

B. Purpose

The primary purpose of the EOP is to preserve and protect the lives of VFMAC cadets, faculty, and staff by initiating, coordinating, and sustaining an effective VFMAC response to any emergency situation in order to maintain the continuity of mission-essential functions.

The EOP is designed to:

1. Identify planning assumptions and develop policies;
2. Establish a concept of operations built on interdepartmental coordination in order to facilitate a timely and effective VFMAC response;
3. Assign specific functional responsibilities to the appropriate offices and departments; and
4. Coordinate actions necessary to respond to an emergency and coordinate the links between VFMAC, local, state and federal government agencies and other supporting institutions.

C. Scope

The scope of the EOP is as follows:

1. All offices, departments, personnel, buildings, and grounds owned and operated by Valley Forge Military Academy and College located in the townships of Radnor and Tredyffrin, PA. Particular departments are charged with the responsibility to provide response and recovery actions in an emergency or disaster situation.
2. Response activities include those actions that support the efforts of VFMAC, local, state and federal agencies in their efforts to save lives, protect public health and safety, protect property and mitigate damage. The actions and activities described in the EOP are carried out under the authority of the President of Valley Forge Military Academy and College.

D. Levels of Emergencies

All emergencies and events that affect VFMAC, large or small, are included in the framework of this plan. The level of the emergency will determine the extent to which the plan is utilized and resources are mobilized.

LEVEL 1: A minor incident, potential or actual, involving a department or building that can be handled by the affected department, existing VFMAC resources, or limited outside assistance; is usually a single event of limited time and impact.

LEVEL 2: A critical event, potential or actual, affecting an entire building or buildings, or which disrupts the overall operation of the campus; could be a single or multi-hazard situation. Outside emergency services will probably be required, as well as a major response from VFMAC support services.

LEVEL 3: A major event of significant or catastrophic proportions involving the entire VFMAC or a significant portion of the Radnor campus, and potentially the surrounding community. Immediate resolution is not probable and is well beyond the response capabilities of VFMAC alone.

[See *Annex A* for further explanation and examples of levels of emergencies and typical responses.]

E. Organizational Structure

The EOP specifically identifies an organizational structure with two principal leadership groups managing VFMAC response to an emergency.

The Leadership Team

The Leadership Team is comprised of the President of VFMAC and senior-level staff.

Emergency Response Team – ERT

The ERT is comprised of VFMAC staff and select Leadership Team members who are responsible for specific emergency support functions.

II. SITUATION AND ASSUMPTIONS

A. Situation

Valley Forge Military Academy and College is a residential Christian VFMAC located in Radnor Township, Pennsylvania, in Delaware County. The campus covers over 100 acres of land and has 27 buildings.

The VFMAC enrolls about 130 Academy Cadets(Grades 7th through 12th) and 80 College Cadets. When all residence halls are in operation, there are nearly 310 Cadets living on campus. The campus is supported by over 184 full-time and part-time faculty and staff members.

Other programs such as conferences, athletic events, and camps bring additional populations of visitors to the campus. The size of the VFMAC and its location just 30 minutes from Philadelphia, the often-large populations of people in a concentrated area, and the considerable infrastructure carry a risk to the population and the property of the VFMAC. These risks include natural, technological, chemical, security, and human emergencies or disasters.

B. Assumptions

In the event of an emergency, the VFMAC will need to take immediate and appropriate actions to evaluate, direct, mobilize and coordinate its response. Depending on the level of the emergency and the need for resources, the VFMAC will activate this plan to direct its resources to best protect lives and property and to ensure the continuity of operations.

Emergencies and disasters could affect residents in the region, not just the campus. Therefore, township, county, state and federal emergency services may not be available immediately. The VFMAC must be prepared to respond appropriately with or without the immediate involvement of outside agencies.

Emergencies or disasters can occur at any time of the day or night, and can occur when senior administrators and designated ERT members are unavailable to respond. The EOP, therefore, must be based upon roles to be filled, not individuals, and must be flexible.

C. Role of Township Emergency Services

Under Pennsylvania law, the local governments have the responsibility for the direction and control of emergency management within their jurisdictions. The township's emergency management director is responsible for the development and implementation of the emergency management program designed to provide for an effective response to an emergency.

The local fire chief or police chief (depending upon the type of emergency) is responsible, per Commonwealth law, for the command of the response and control of the incident. He or she serves in the role of Incident Commander.

If the incident is law enforcement related on VFMAC property, the Radnor Police Superintendent or his/her designee is the Incident Commander. The Incident Commander is also responsible for the limiting or closure of access to a building or area to anyone, even senior VFMAC officials, if the situation warrants.

The VFMAC will work with local authorities to support their efforts, as requested, and will act to resolve consequences to the VFMAC from the incident.

D. Plan Awareness

All VFMAC departments and offices are to be familiar with this plan.

E. Hazard Analysis and Assessment

It is the responsibility of each department or office at VFMAC to conduct its own hazard analysis and assessment concerning the area that it is responsible for. Departments may seek assistance for any hazard analysis from the Plant Operations Department or Department of Campus Security.

II. CONCEPT OF OPERATIONS**A. General**

It is the responsibility of the VFMAC to ensure that it is prepared to meet the needs of the people and the institution that might be affected by an emergency incident.

The President of the VFMAC is ultimately responsible for the VFMAC's response in such an incident. The authority to declare a campus state of emergency rests with the VFMAC President or appointee.

During the period immediately following an emergency requiring activation of the EOP, when directed by the President or his/her designee, primary and support offices and departments will act to identify requirements and resources needed to respond appropriately.

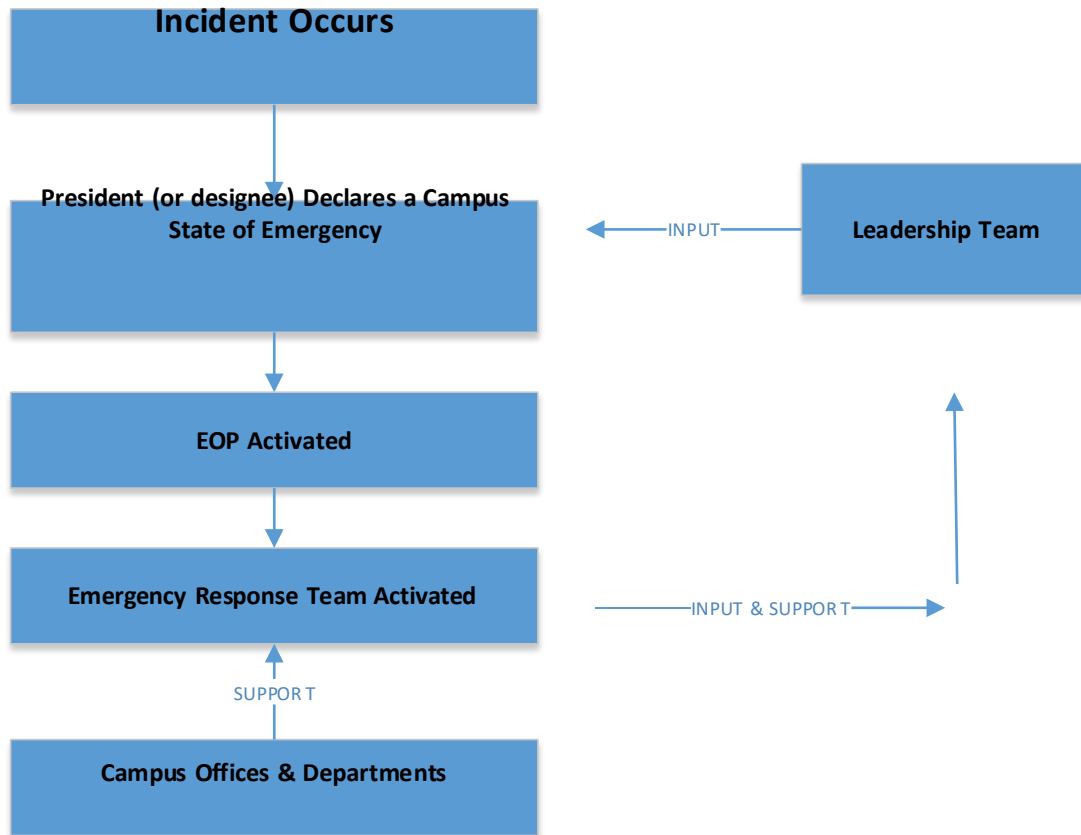
The EOP will be activated whenever the President or his/her appointee declares a state of emergency. This declaration may be made at the recommendation of the Emergency Response Officer or other ERT members.

The President is supported in this responsibility by the Leadership Team, or for the purposes of this plan, in making final decisions and issuing directives for the management of the emergency.

The Leadership Team, in turn, is supported by the ERT. The ERT will gather necessary information and resources and will implement, coordinate, and oversee the VFMAC's response to the emergency.

The ERT is, in turn, supported by the individual offices and departments that implement their own emergency response actions under the overall coordination of the ERT.

CONCEPT OF OPERATIONS FLOW CHART



B. Emergency Leadership Structure

Emergency Response Team – ERT

The functions of the ERT will be directed by an Emergency Response Officer.

During an emergency, this position will be filled by the Director of Campus Security or other designee of the VFMAC President. The standing members of the ERT include:

- Emergency Response Officer
- Chief Financial Officer
- Provost
- Commandant / Deputy Commandant
- Director of Marketing and Communications
- Director of Facilities

Individuals from the following departments may be asked to join the ERT as the need arises, based upon the emergency or planning needs:

- Academic Deans
- Athletics / Facilities
- Cadet Development
- Business Office
- Human Resources
- TAC Officers

Incident Command System

The Incident Command System (ICS) is a formal structure of operations in emergency situations that is uniformly accepted and implemented by local, state, and federal agencies that have the responsibility for managing emergency situations.

The ICS is organized to address the primary requirements of a complex emergency under an organized chain of command.

During Level 1 and most Level 2 emergencies on campus, the ERT can operate in a less formal mode. However, in a large-scale emergency involving outside agencies from the state and/or federal government responding to campus to assist the VFMAC in addressing a major event, the ERT must be able to interface with these outside agencies, all of which will be operating entirely under the ICS model.

Consequently, it is necessary for all members of the Leadership Team and the ERT to be familiar with the basic structure of the ICS, the functional position titles used, and the general responsibilities of each ICS function.

[See *Annex B* for the ICS flow chart and definitions of functional positions.]

C. Emergency Operations Center (EOC)

When an emergency occurs or is imminent, it shall be the responsibility of the Emergency Response Officer (ERO) to set up and staff an appropriate Emergency Operations Center (or command post), as directed.

Location

If the duration or severity of the emergency warrants setting up an EOC, it will be set up in a location best fitting the situation.

The key element in selecting the EOC is that it be a safe location that is unlikely to be affected by any events related to an initial disaster/emergency episode.

- The location should be centrally located, have sufficient room for 6-8 people, and be convenient to all utilities if possible.
- Other factors that would determine which locations to be used include type of emergency, location of the emergency, availability of backup power, and phone and data communications.
- In a large scale emergency, the EOC must be in a location where the ERT, the President, and the remaining members of the Leadership Team and Leadership Team senior staff can conduct their respective roles in separate rooms but in close proximity to each other.
- The ERO will determine the appropriate location.

It is understood that due to the nature of an emergency, it may be appropriate for administrators to remain in their pre-emergency locations and conduct the EOC's activities via conference call, radio or other means.

Potential Sites

The ERO shall periodically verify the proper functioning of utilities and communication equipment and connections at each of the suggested sites. Potential EOC locations include, but are not limited to the following sites:

- Campus Security Office
- Facilities
- Wayne Hall
- Eisenhower Hall
- Eastern University*

* Only if the emergency is too close to campus or all on-campus sites are not functional/available.

The EOC, regardless of location, shall have easy access to:

- Multiple phone lines
- Multiple network connections (or wireless connectivity capabilities)
- Television with cable access
- Large campus map
- Hand-held portable radios, cell phones and/or pager communication for team members (as needed)
- White boards
- Radio access via portable scanning radios for all campus (receive & transmit) and local, state or federal frequencies (receive only)
- Designated FAX machine

[See *Annex E* for complete list of equipment/supply needs.]

Field Command Post

If the emergency involves only one building or a small part of the campus, a field command post will be established. A Campus Security vehicle or other appropriate VFMAC vehicle will be placed as near to the emergency scene as reasonably possible. At least one uniformed Campus Security Officer will staff the EOC at all times or until the emergency ends.

D. Organizational Responsibilities

Emergency Response Team

The ERT operates under the direction of the ERO. The responsibility of this group is to:

- Provide overall coordination to the VFMAC's response to the emergency.
- Obtain, confirm, evaluate, and provide information to the President.
- Identify and implement actions necessary to resolve specific situations.
- Identify resource needs and shortfalls.
- Reassign or deploy individuals and department/VFMAC resources in support of critical needs.

[See *Annex C* for additional responsibilities of individual members of the ERT.]

VFMAC Department General Responsibilities

All VFMAC departments and offices shall:

1. Maintain and routinely update emergency procedures that prescribe the responsibilities of department/office staff during and after an emergency. All such procedures shall ensure the safety of all cadets, faculty, and staff within the department or office during any emergency.
2. Identify a space, area, landmark, or other readily identifiable alternate location on campus as an "assembly point" where cadets, faculty, and staff are to gather immediately following a building evacuation; ensure that the assembly point is at least 300 feet away from the building.
3. Develop a procedure to account for all department/office faculty and staff, cadets, and/or visitors who are present at the outset of the emergency, and initiate that accounting process immediately following a building evacuation.
4. Ensure orderly succession of personnel for all key positions to maintain operations during unforeseen circumstances.
5. Ensure the maintenance and safeguarding of key records and documents and the availability of those documents in an emergency.
6. Maintain a system for internal status reporting on manpower and other resources.

Specific Department Responsibilities

Certain VFMAC departments and offices may need to develop more detailed emergency operating procedures to supplement the VFMAC's EOP because of the unique features of the facilities for which they are responsible and/or the communities they serve.

Examples of such procedures include but are not limited to the following:

- The Commandants Office provides an emergency response training to Faculty, Staff, and TAC Officers that addresses a wide variety of life safety, fire prevention, and security issues that impact their departmental operations in VFMAC barracks and apartments.

E. Administration and Logistics

Certain administrative procedures and logistics should be intact prior to, and during an emergency situation. Hence, the following applies:

1. During an emergency, some administrative procedures should be suspended, relaxed, or made optional. An example would be bypassing the process set forth for the procurement of needed equipment. Departures from normal procedures should be clearly addressed by the ERT during the planning process.
2. All offices and departments shall develop provisions for the proper documentation of all emergency expenditures. Documentation methods should follow current accounting procedures. Such accounting documentation will support the VFMAC's requests for supplemental assistance from state and federal agencies.
3. Upon activation of the EOP, each representative of the ERT shall ensure that cadets, faculty, staff, property, equipment, supplies, and vehicles are accounted for and protected.
4. All departments and offices shall implement established resource controls and determine the availability and accessibility of those resources. Any additional required resources needed to respond to or support an emergency operation should be identified.
5. Training of ERT members will be conducted annually through training sessions, exercises, actual response and/or outside training. If necessary, additional training will be conducted on an accelerated basis during periods of increased readiness status.

F. Notice of Emergency

Although it will likely be initially identified or received by the Department of Campus Security, notification of an impending or existing emergency may come from any number of sources.

Information received by any person connected with VFMAC that an emergency has occurred or is likely to occur shall be forwarded immediately to a member of the Department of Campus Security.

Campus Security Officer

A Campus Security Officer receiving information about an occurring or likely emergency shall gather as much information as possible and immediately report to the Emergency Response Officer, or any member of the ERT. The Campus Security Officer shall request instructions for initial actions to be taken.

The Campus Security Officer will, for nearly all emergency situations, including but not limited to:

1. Contact 911 and requesting all necessary police, fire and EMS responders as appropriate.
2. In the event of a level 2 or 3 emergency, notifying the Director of Campus Security and/or the on-duty or on-call Department of Campus Security Officer.

3. In the event of a level 3 emergency, the Director of Campus Security or his/her designee will advise the President and appropriate leadership team members.

The President or designee will be responsible for any notification to the VFMAC's legal counsel and the Board of Trustees.

CFO is responsible for any notifications to insurance carriers.

In the event of a potential emergency not requiring the initial involvement of local emergency services, the identifying individual, office or department shall contact the President's office or an ERT Member.

[See *Annex F* for Emergency Response Flow Chart.]

G. Evaluation and Response

The Emergency Response Officer or ERT member shall direct the immediate response of emergency assistance based on the circumstances of the emergency (police, fire, ambulance); direct the deployment of all appropriate VFMAC resources (Facilities, Cadet Development); and evaluate the need for additional assistance from outside private and governmental entities based on the circumstances of the emergency conditions (housing, transportation, environmental hazard, etc.).

Emergency Management

The ERT, under the direction of the Emergency Response Officer, shall manage the ongoing actions taken in response to the emergency, utilizing the Emergency Resources Directory and other available resources, and shall make periodic progress reports to other constituencies, as appropriate.

Key Secondary Factors

In addition to those obvious responses to emergencies such as aiding the injured, summoning police/fire/ambulance services, or enlisting the aid of other outside agencies, the ERT shall implement additional operations.

These shall include but not be limited to:

1. The processing of calls from family and friends of cadets, faculty, and staff.
2. Establishing a centralized liaison function to deal with outside agencies (hospitals, other governmental agencies), providing them with necessary information and other assistance, such as next-of-kin notifications.
3. Establishing a public information function to disseminate information to the news media and to document emergency response activities.
4. Providing for the protection of essential business records and computer equipment. Timely notification of computer operations (IT) administrators are essential.
5. Establish a mechanism to provide for extraordinary financial demands, and seek assistance of insurance carriers.
6. Set up an emergency procurement operation to address extraordinary material needs.
7. Ensure the continuation of food service operations.

H. Declaration of an Emergency Condition

The VFMAC President is responsible for the actual declaration of an emergency. He/she shall declare a state of emergency for level 2 or 3 incidents when, upon recommendation of the ERO or ERT members it is deemed necessary to do so. A declaration of an emergency will result in the immediate implementation of emergency procedures as outlined in the EOP and/or the closure of all or part of the VFMAC.

The President shall also be responsible for declaring an end to any state of emergency when appropriate.

I. Activation and Deployment

Activation of the EOP is dependent upon a variety of circumstances, such as the type and level of the emergency. Generalized assumptions are as follows:

1. The EOP will be utilized to address particular requirements of a given disaster or emergency situation. Selected ISEPs will be activated based upon the nature and scope of the event and the level of support needed to respond.
2. Based upon the requirements of the situation, the ERT will notify VFMAC departments and offices regarding the activation of the appropriate functional ISEP and other structures of the EOP. Priority for notification will be given to primary departments or offices as specified by the relevant ISEP.
3. When activation of the EOP is initiated, and unless otherwise specified, all persons having primary functions at a particular level (ERT members usually), as specified in the EOP, will report to the EOC and initiate their respective functions.

Restricting Access to Campus

When an emergency declaration is made, only registered cadets, faculty, staff, and affiliates (*i.e.*, persons required by employment such as Food Service and Housekeeping) are authorized to be present on campus. Those who cannot present proper identification (*e.g.*, vehicle registration, employee identification card, or other photo ID) verifying they have legitimate business on campus will be asked to leave.

In addition, only those faculty and staff members who have been assigned ERT duties or issued an emergency pass by the Department of Campus Security will be allowed to enter the immediate disaster site, and only once the site has been deemed safe to enter by the Incident Commander, the Department of Campus Security, the ERO, or the Facilities Department.

Immediate Actions

It is likely that the resources needed for immediate assistance to deal with various kinds of emergencies will be obvious. The following is a list of common assistance requests. Contact numbers are found in the Emergency Resources Directory (see *Annex D*).

Police, Fire, and Medical Emergencies

These services will always be summoned in the event of fire, flood, earthquake, confirmed bomb threat, environmental hazard, serious multiple injury accidents, civil disorder or mass demonstrations, chemical spill, hostile intruder/active shooter, and the like.

Police and fire departments and other government related agencies are required to have emergency response strategies in place and are usually well equipped to provide immediate assistance as well as knowledge of appropriate resources for secondary assistance.

Large-Scale Health or Injury Problems

The area is well-served by a number of hospitals within a 30-minute drive. A list of the facilities is maintained in the Emergency Resources Directory. Triage is usually the function of first responder EMS personnel. Follow-up coordination of medical care shall be the responsibility of the Cadet Health Services Department.

Utility and Mechanical Service Loss

The handling of utility and mechanical service losses shall be coordinated by the Director of Facilities/Plant Operations or designee. The Facilities/Plant Operations Department maintains an up-to-date list of private contractors to correct those problems that are beyond the ability of VFMAC personnel.

Public Information

An emergency or disaster is likely to present a need for the organized and sensitive dissemination of information for public consumption, as well as maintaining control of the media who might disrupt emergency response activities. This function shall be the responsibility of the Director of Marketing and Communications and his/her staff.

Assessing a Threat or Emergency

During a state of emergency, the Department of Campus Security, with authorization from the President or the ERT, shall take the necessary steps to assess the emergency and to safeguard persons and property. The Director of Campus Security or designee shall immediately consult with the President or the ERT regarding assessing the emergency and level of the crisis and the possible need for a declaration of a campus state of emergency.

In the event of a major crisis, emergency, or potential threat occurring on or near the campus or one that involves campus property, Campus Security Officers, TAC Officers and appropriate Facilities/Plant Operations personnel will be dispatched to determine the extent of any damage to campus property. If necessary, the ERT will utilize other campus staff to assist with the assessment.

J. Evacuation of Buildings

Fire, flood, earthquake, suspected explosives, environmental accidents, active shooter, hostage / barricaded subject, and utility failures are among the reasons that a building should be evacuated. Regardless of the reason for the emergency, any condition in or near a building that threatens the health, safety, or welfare of any member of the VFMAC community shall be cause to direct an evacuation.

Whenever a campus building is evacuated, occupants shall immediately report to the assembly point designated by their department/office. Assembly points may include but are not limited to the following:

Designated VFMAC Campus Evacuation Assembly Points	
Building	Assembly Point (On-Campus)
Wayne Hall	Main Area
Younghusband Hall/Lafayette Hall	Main Area
Martin Hall	Main Area
Hocker Hall	Main Area
Bower Hall	Parade Field
Price Hall	Parade Field
Mess Hall / Eisenhower Hall	Parade Field
Library (Baker)	Main Area
Shannon Hall	Main Area
Freeman/McMaster Hall	College Apts Quad
Mellon Hall & Medenbach Hall	College Apts Quad
Chapel	College Apts Quad
Rose Hall/Press & Laundry/Facilities/CSO	Kuncl Lot

*****For locations away from the VFMAC campus, all directions of the local authorities should be followed.**

Reunification Sites: ON Campus Foot Evacuation (AHF & Cabrini University)

Local Evacuation via BUS (Eastern University)

Major Level 3 Incident greater then 50 Miles: New Jersey

Bus Evacuation Fleet: 2- School Buses, 1- Mini Coach, 3- Vans (9 Passenger) 3-Fleet Vehicles

College Cadets: Personal Vehicle(Carpooling)

Designated Barracks Hall Evacuation Assembly Points	
Residence Hall	Assembly Point
Younghusband Hall	Main Area & Secondary Parade Field
Lafayette Hall	Main Area & Secondary Parade Field
Martin Hall	Main Area & Secondary Parade Field
Hocker Hall	Main Area & Secondary Parade Field
College Apartments	Main Parking Lot & Secondary College Apts Quad

[See ISEP-10 for specific guidelines for safely evacuating a campus building.]

K. Shelter-In-Place/Campus Lockdown

In emergencies such as explosions, HAZMAT spills and environmental accidents, active shooter/hostile intruder, or hostage/barricaded subject incidents, it may not be safe for people who are inside the building where such an emergency is occurring or has just occurred to evacuate.

In such instances, the ERT may implement the Campus Emergency Lockdown Procedure and announce same using the VFMAC’s Emergency Notification System.

When the Campus Emergency Lockdown Procedure is implemented, all persons on campus should immediately seek shelter indoors or take shelter-in-place in their current indoor location.

[See Annex G for Campus Emergency Lockdown Procedure.]

L. Continuity of Operations

The primary purpose of an emergency operations plan is to protect the lives of the cadets, faculty, and staff and preserve the properties of VFMAC in a disaster and then return the situation to normal.

Disasters can interrupt, paralyze, and or destroy the ability of VFMAC to carry out its mission. Therefore, it is imperative that an emergency operation is able to provide mitigation, preparedness, response and recovery functions to the fullest extent possible.

Establishing Alternate Facilities

Resident Cadet Quarters

Establishing alternate quarters for resident cadets due to the temporary loss of a residence hall or section of a residence hall, shall be the responsibility of the Commandants Office.

Resident cadets shall be temporarily housed with other resident cadets or in the lounges in unaffected buildings until such time as repairs to damaged housing facilities are completed.

If a residence hall or barracks facility remains off-line for an extended period of time, alternate arrangements for temporary off-campus housing shall be made at the discretion of the President and the Commandants Office.

A list of local hotels and other rental facilities, as well as other local institutions, shall be maintained in the Campus Security Office.

Consideration may also be given to housing some cadets in the private homes of faculty and staff on a volunteer basis, and/or encouraging cadets whose residences are within a 50-mile radius of campus to reside at home until their barracks hall is reopened.

Classrooms

Large common areas in buildings on campus may be considered for use as classrooms on a temporary basis, including meeting rooms and lounges, if they are in a usable area and do not unduly disrupt other necessary operations.

Very large areas such as the Gym, Regiment Mess Hall, Lehamen Ballroom and Eisenhower Hall may be considered for multiple use by segmenting with portable partitions.

Available space at nearby area schools, office buildings, and rental halls shall be considered for possible classroom use on a temporary basis.

(see Emergency Resources Directory, *Annex D*).

Food Service

Should the Regiment Mess Hall be rendered unusable, the food service contractor shall be responsible for providing meals to the campus community in alternate location(s). Bower Hall & Mellon Hall

Administrative Operations

Where possible, when an administrative function cannot be performed at its usual location, attempts shall be made to find alternate space on campus.

M. Deactivation of Emergency Operations

Deactivation of an emergency operation is dependent upon a wide range of variables that must be satisfied before such an event may occur.

Some basic principles that should be followed before deactivation are:

1. Ensure that all health and safety issues are resolved prior to full deactivation.
2. Ensure that all vital services and facilities are re-established and operational.
3. Partial deactivation of the EOP may occur only when all issues within the ISEP are resolved or completed.
4. Recovery operations may be initiated during response operations.
5. Deactivation of the response operation may be followed by the recovery operation.
6. Final deactivation of all operational activities will only occur with authority from the VFMAC President in coordination with the ERT and the ERO.

N. Resuming Operations – Restoration and Recovery

In situations involving structural damage or building emergencies as a result of an explosion or similar incident, hazmat incident, tornado, utility failure, structural collapse or similar incident, the ERT should be focused on the planning for and/or implementing resumption of campus operations immediately following an interruption or disaster while the response activities, (mainly conducted by the Department of Campus Security) continue as necessary.

In attempting to return the VFMAC to a normal business functioning operation (critical functions first, then non-critical) and service level, the ERT should:

- ✓ Establish a recovery team, if necessary.
- ✓ Establish priorities for resuming campus operations.
- ✓ Continue to ensure the safety of personnel on the property.
- ✓ Assess remaining hazards.
- ✓ Maintain security at the incident scene.
- ✓ Follow emergency notification procedures.

- ✓ Notify VFMAC employees' and cadets' families about the status of VFMAC personnel and cadets on the property; off-duty VFMAC personnel about work status; insurance carriers and appropriate government agencies.
- ✓ Conduct campus briefings.
- ✓ Keep detailed records.
- ✓ Take photographs of or videotape the damage.
- ✓ Account for all damage-related costs.
- ✓ Establish special work order numbers and charge codes for purchases and repair work.
- ✓ Protect undamaged property.
- ✓ Close up building openings.
- ✓ Remove smoke, water and debris.
- ✓ Protect equipment against moisture.
- ✓ Restore sprinkler systems.
- ✓ Physically secure the property.
- ✓ Restore power.
- ✓ Conduct an investigation, and coordinate all investigative actions with appropriate government and local agencies.
- ✓ Conduct salvage operations. Segregate damaged from undamaged property. Keep damaged goods on-hand until an insurance adjuster has visited the premises, but move material outside if it is seriously in the way and exposure to the elements will not make matters worse.
- ✓ Take an inventory of damaged goods. [This is usually done with the adjuster or the adjuster's salver if there is any appreciable amount of goods or value.] If goods are released to the salver, obtain a signed inventory stating the quantity and type of goods being removed.
- ✓ Restore equipment and property. For major repair work, review restoration plans with the insurance adjuster and appropriate government agencies.
- ✓ Assess the value of damaged property.

O. After-Emergency Assessment

The ERT

When the crisis is over, the ERT will assess its crisis response, and if appropriate, publicly communicate its efforts to improve the EOP. VFMAC will make continual efforts to be aware of continuing situations that may require special attention, such as the impact of the crisis on involved cadets' health and well-being, their academic performance, and their financial needs.

The President

The President will convene a meeting of the ERT members who participated in the action plan as soon as possible after the resolution of the emergency to assess the effects of the emergency and initiate the recovery process.

Affected VFMAC personnel will be contacted to begin the damage evaluation and recovery (start-up) process. This may require coordination with internal departments and outside agencies.

Others

CFO will also convene a meeting with the VFMAC insurer(s) to assess damages and business interruptions to the campus and to evaluate the campus' insurance liability and coverage.

The Commandants Office, the Director of Human Resources, and the VFMAC Chaplain collaboratively determine if follow-up support services are required for campus constituent groups and those VFMAC personnel directly involved in a campus emergency, and will recommend the utilization of outside resources as required to adequately address presenting needs.

After Action Report

Immediately after the conclusion of emergency operations directly related to a critical incident, emergency, crisis, or disaster, the Director of Campus Security will prepare an After Action Report (AAR).

The AAR will detail all facts and circumstances known about incident causation, the quality and nature of the response effort, and the incident resolution.

In addition, the AAR will determine both deficiencies and highlights that occurred during the resolution of the incident, and shall make recommendations about planning, training, and operational needs and improvements for consideration to enhance the efficiency of future responses.

IV. PLAN MANAGEMENT**A. Development**

The Director of Campus Security, under the direction of the Commandants Office for Cadet Development, is charged with the EOP, to include the development of the ISEPs, alerting and notification lists, and resource inventories.

In addition, the development will include the coordination between the VFMAC and the state, federal and local governments to ensure the necessary link with all jurisdictions having emergency response capabilities is met.

B. Maintenance

1. The Commandants Office for Cadet Development will direct the overall plan review and revision on an annual basis. The Director of Campus Security will request from the primary and support departments and offices the necessary updates as noted below.
2. Review of the functional ISEPs by the respective primary and support departments and offices will be conducted every year. Department heads and office chairs approve major changes.

2. Major changes that affect the Situation and Assumptions and the Concept of Operations portions
3. All changes, revisions, and/or updates shall be forwarded to the Director of Campus Security for review, editing, publication, and distribution to all holders of the EOP. If no changes are required, the Director of Campus Security is to be notified in writing by the respective office or department that the EOP and the associated ISEP, and all supporting documents, have been reviewed and are considered valid and current.
4. A minimum of one exercise involving the ERT will be held each year.
5. The ERT will meet as needed, but not less than once per year, in the spring.

INCIDENT-SPECIFIC EMERGENCY PLANS

Introduction

The following Incident Specific Emergency Plans (ISEP) are designed as guides to give members of the VFMAC community a ready-reference on how to respond in case of an emergency situation on or near the campus. Campus safety is a responsibility we all share. All of us play a critical role in keeping cadets, faculty, and staff safe on campus. Here's how you can do your part:

- **Subscribe to the Emergency Notification System (e2Campus).** The Emergency Notification System is the best and quickest way to get information in an emergency. Emergency situations develop and change very quickly. The Emergency Notification System keeps you informed as things change.
- **Plan ahead.** The time to think about what you would do in an emergency is *now*. Read through these procedures and consider how you would respond.
- ***"If you see something, say something!"*** Reporting crimes, suspicious behavior, and safety concerns to the Department of Campus Security helps to keep us all safe. Program 610-989-1258 into your cell phone and don't hesitate to make a report.
- **Always carry your VFMAC ID card.** In an emergency, you could find yourself locked out of your building or area, as some doors may lock to keep intruders out. Carrying your ID card will ensure you can move about if necessary should doors be locked.

Preparing for an Emergency

1. **Get a kit of emergency supplies.** Be prepared to improvise and use what you have on hand to make it on your own for at least three days, maybe longer. While there are many things that might make you more comfortable, think first about fresh water and food. Always have a ready supply of water along with some non-perishable food—enough to get you through a few days.

2. **Make a plan for what you will do in an emergency.** Plan in advance what you will do in an emergency. Be prepared to assess the situation. Use common sense and whatever you have on hand to take care of yourself. Work out a communication plan with your family for when the cell service is not available. Consider how far you would have to travel to get home and where you might go if you were unable to initially go home. Do you have friends or relatives within driving distance to VFMAC? Communicate in advance with your family about what to do if you lose communication with them.

3. **Be informed about what might happen.** Some of the things you can do to prepare for the unexpected are the same for both natural and manmade emergencies. However, there are significant differences among potential terrorist threats, such as biological, chemical, explosive, nuclear and radiological, which will impact the decisions you make and the actions you take. By beginning a process of learning about these specific threats, you are preparing yourself to react in an emergency.

ISEP-1: Bomb Threats & Suspicious Packages

While not common, bomb threats and suspicious packages can happen at the VFMAC. In order to ensure the safety of cadets, faculty, and staff, and to minimize the disruptions caused by such threats (usually the goal of those making the threats), the following procedures should be followed.

If you observe a suspicious object, package or potential bomb on campus, DO NOT handle the object!

- Clear the area and immediately call the Department of Campus Security at 610-989-1258.

Turn off all portable/hand-held radios and cell phones. Do not turn them on again until the situation has been cleared by emergency personnel.

Phone Bomb Threats

If you receive a bomb threat on the phone, it is imperative that you remain calm. Any person receiving a phone call bomb threat should ask the caller:

- When is the bomb going to explode?
- Where is it right now?
- What does it look like?
- What kind of bomb is it?
- What will cause it to explode?
- Did you place the bomb?
- Why?

Keep talking to the caller as long as possible, listen carefully, and try to determine the following:

- Time of call
- Age and sex of caller
- Speech pattern, accent, possible nationality, etc.
- Emotional state of caller
- Background noise

The sample Bomb Threat Report Form located at the end of this ISEP should be used when dealing with such a call. Report the incident immediately to the Department of Campus Security at 610-989-1258 or the police by dialing 911. If at all possible, have another person call 610-989-1258 or 911 while you maintain a conversation with the caller.

The Radnor Police, along with the Radnor Fire Department, will handle all such threats. Evacuations will be ordered **if police or fire officials** determine they are necessary.

Written Bomb Threats

If you receive a bomb threat via a letter or note, dial 610-989-1258 or 911 immediately, and:

- Make note of all persons that you know handled the note.
- Avoid excessive handling of the note. The police will want to check for fingerprints.
- Follow all instructions from responding emergency personnel.
- Evacuate if ordered to do so.

Radnor Police can, if needed, have the nearest police bomb disposal team respond.

Cadets, faculty, and staff should report any suspicious object in their area to the Department of Campus Security or dial 911.

Do not touch the object!

Do not open drawers or cabinets. Do not turn lights on or off. Police and fire officials will conduct a detailed bomb search.

In the event that an evacuation is ordered, walk quickly to the nearest marked exit and alert others to do the same. Evacuate to an open area where the possibility of a secondary device would be minimal.

Suspicious Mail or Packages

Not all dangerous packages or envelopes look suspicious, and not all suspicious looking packages are dangerous. Always use your best judgment. If you are concerned for any reason, do not handle the package.

Contact the Department of Campus Security at 610-989-1258 or dial 911 for assistance. Never open or excessively handle any letter or package that you believe is meant to cause harm.

If you come across any letter or package that meets many of the criteria noted below, contact the Department of Campus Security at 610-989-1258, Commandants Office at 610-975-9642, Facilities Department at 610-989-1353 or dial *911.

Characteristics of Suspicious Packages/Letter:

- No return address
- Odd smell or sounds coming from the package
- Oily stains, leaking, or seepage from the package
- Wires protruding from the package
- Written directions indicating only a specific person is to open the package
- Packages that are addressed to a title only, without a name, or incorrect titles
- Restrictive markings, like "personal," "private," or "to be opened only by..."
- Excessive postage, no postage or non-canceled postage
- Excessive use of tape or unprofessionally wrapped packages
- A rigid or bulky envelope
- Misspelled words, poor handwriting, printing or typing
- Postmark showing a very different location than return address

- If you determine that the package or letter is suspicious:
- Gently set the package down and secure the area by closing doors.
- Call the Department of Campus Security at 610-989-1258 or the police by dialing 911.
- Do not attempt to further handle the package until it has been deemed safe by responding personnel. This will keep fingerprints to a minimum and will assist the police in identifying potential offenders.
- Do not attempt to destroy the package on your own.
- Determine who else in the office or on the campus may have legitimately handled the package and be ready to communicate this information to the police.
- Evacuate the area if ordered to do so by the authorities.

Dealing with an Opened, Threatening Package, or Envelope

If a threat is not identified or considered until after the package is opened, it is most important to remain calm. By taking the following actions, you will limit the exposure of others to potential danger and will allow emergency personnel to treat you quicker, if necessary:

- ✓ Move away from the package, but do not leave the area that you are in, unless the package contains a type of bomb or other explosive device.
- ✓ Close any doors in the immediate area, and isolate yourself and anyone else that was in the immediate vicinity of the package. This may mean a temporary quarantine type of arrangement for you and anyone else in the immediate room.
- ✓ Do not allow any entry except by emergency response personnel.
- ✓ Call the Department of Campus Security at 610-989-1258 or the police by dialing 911.
- ✓ Follow all instructions from emergency personnel.
- ✓ Contact the Facilities Department at 610-989-1353 and request that any air handling units not controlled locally be shut down.
- ✓ Shut off any air conditioners or fans.
- ✓ Make a list of any other persons who may have come in contact with the package, including those that may have handled it but not opened it. Be prepared to share this information with emergency responders.

Important:

The goal of responding emergency personnel is to make sure you and any others remaining are taken care of. Stay calm and give the responders the time to formulate a proper response.

Be prepared to communicate over the phone with them for a time. They will get to you as soon as possible and they will arrange for medical treatment, decontamination, and any other services that you may require.

Bomb Threat Report Form

Date/Time Call Received _____ Call Received on Telephone Number _____

Name _____ Title _____

Ask the following questions of the caller:

When is the bomb going to explode? _____

Where is it right now? _____

What does it look like? _____

What kind of bomb is it? _____

What will cause it to explode? _____

Did you place the bomb? Why? _____

What is your name, what can I call you? _____

How can I reach you? _____

Caller's Voice:

Calm Soft Spoken Angry Excited/Fast Laughing Crying

Deep Voice High Voice Raspy Voice Disguised Voice Slow / Methodical Voice

Mechanical Sounding Loud Quiet Cracking Voice Slurred Speech

Stuttering Ragged / Deep Breathing Coughing / Clearing Throat

Accent / Country, if known _____ Sounded like _____

Other _____

Background Sounds:

Clear / None Vehicle / Traffic Noises Echoes PA System Clanking Dishes

Television Static Speaker Phone Long Distance Time Delay

Factory Equipment Office Equipment (keyboards, fax, etc.) Other Voices: Male Female Music: _____

Language of Threat:

Caller was: Well Spoken (educated) Foul Incoherent Irrational Taped Voice, Not Live

Message read by threat maker:

ISEP-2: Chemical or Radiation Spill/Release

A release is defined as any spilling, leaking, pumping, pouring, emitting, emptying, discharging, escaping, leaching, dumping or disposing into the environment, or any release which results in the exposure to persons within a workplace, or if any release escapes down the floor or sink drain or into the hall and is no longer confined to the laboratory.

If you discover a chemical spill or release from a container, tank or operating equipment:

Immediately notify the Facilities Department at 610-989-1353 and the Department of Campus Security at 610-989-1258 OR 911. When reporting, be specific about the nature of the involved material and exact location (building name, room number). If the substance is not immediately identifiable, do not take the time to identify it. The notifications to emergency personnel should be your first action.

- If the spill/release is *minimal*, do not pull the fire alarm *unless there is a fire*. Attempt to stop the release at its source, but assure that no danger to human health exists first. Simple procedures (turning valves, plugging leaks, etc.) may be attempted if there are no health or safety hazards and there is a reasonable certainty of the origin of the leak. *Do not attempt to clean up the spill.*
- If there is an *immediate* threat to human life (e.g., a fire in progress or fumes are overcoming anyone), pull the fire alarm. Request the assistance of the fire department's hazardous materials response team if an uncontrollable spill has occurred and/or if the spill has migrated beyond the site boundaries.
- The key person on site should vacate the affected area at once and seal it off by closing the doors to prevent further contamination of other areas until the arrival of fire department personnel. Then remove yourself and others from the area.
- Evacuate the building if first responders issue an evacuation order, and walk quickly to the nearest marked exit while alerting others to do the same. **Do not use elevators in case of fire!** Do not panic or cause others to panic.
- After an evacuation, when outside, report to your designated assembly point. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- If anyone has contact with the hazardous material, they should be isolated and await treatment by emergency personnel. Do not leave the site until you are cleared by emergency responders.
- Provide first responders with information about the spill, chemical, and the spill area.
- **Do not re-enter an evacuated building** unless told to do so by the Incident Commander or a VFMAC official, or only after an "All Clear" is announced by first responders or issued via the VFMAC's Emergency Notification System.

ISEP-3: Civil Disturbance or Demonstrations

Most campus demonstrations, such as marches, meetings, picketing, and rallies, are peaceful and people not involved should attempt to carry on business as usual. Avoid provoking or obstructing demonstrators.

There are three types of demonstrations:

Peaceful, Non-Obstructive Demonstrations

Generally, demonstrations of this kind should not be interrupted. Demonstrations should not be obstructed or provoked and efforts should be made to conduct VFMAC business as normally as possible.

Non-Violent, Disruptive Demonstrations

In the event that a demonstration blocks access to VFMAC facilities or interferes with the operation of the VFMAC, the Commandants Office will go to the area and ask the demonstrators to desist.

If the demonstrators persist in the disruptive activity, they will be advised that failure to discontinue the specified action within a determined length of time may result in disciplinary action or possible intervention by Radnor Police. Except in extreme emergencies, the President will be consulted before such actions are taken.

Violent, Disruptive Demonstrations

In the event that a violent demonstration in which injury to persons or property occurs or appears imminent, the President and the Commandants Office will be notified immediately and the following actions will be taken.

If a disturbance occurs or if a disturbance seems to threaten the occupants of or visitors to your building, report it immediately by calling the Department of Campus Security at 610-989-1258 or 911, and take the following actions:

- Alert all persons in the area of the situation.
- Lock all doors and windows.
- Close blinds to prevent flying glass.
- If necessary, your department/office may decide to cease work operations until the disturbance is quieted or dispersed.
- If it later becomes necessary to evacuate your building, follow directions from the Department of Campus Security and/or police.

A cadet demonstration will not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

- ✓ Interference with normal operations of the VFMAC
- ✓ Prevention of access to office, building, or other VFMAC facilities
- ✓ Threat of physical harm to persons or damage to VFMAC facilities

ISEP-4: Earthquake

During an earthquake, remain calm and quickly follow the steps outlined below:

- ✓ If *indoors*, seek refuge in a doorway or under a desk or table. Stay away from glass windows, shelves, and heavy equipment.
- ✓ If *outdoors*, move quickly away from buildings, utility poles, and other structures.
- ✓ **Caution: Avoid power or utility lines; they could be energized.**
- ✓ If in a motor vehicle, stop in the safest place available, preferably away from power lines and trees. Stop as quickly as safety permits, but stay in the vehicle for the shelter it offers.
- ✓ After the initial shock, evaluate the situation and if emergency help is necessary, call the Department of Campus Security at 610-989-1258 or 911. Protect yourself at all times and be prepared for aftershocks.
- ✓ Damaged facilities should be reported to the Facilities Department and the Department of Campus Security.
- ✓ If an emergency exists, activate the building fire alarm.
- ✓ When the building fire alarm is sounded, walk to the nearest marked exit and ask others to do the same.
- ✓ **Do not use the elevators in case of fire.** Do not panic or cause others to panic.
- ✓ After an evacuation, once outside, report to your designated assembly point at least 300 feet away from the affected building. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- ✓ **Do not return to an evacuated building** unless told to do so by the Incident Commander or a VFMAC official (e.g., Campus Security or Facilities Department).

ISEP-5: Fire, Explosion

Fire

Before a fire occurs, know the location of fire extinguishers, fire exits, and fire alarm systems – known as “pull stations” – in your area and how to use them.

When a fire is detected:

- ✓ Activate the fire alarm system by pulling a fire alarm station on your way out of the building.
- ✓ If a minor fire appears controllable, immediately activate the building fire alarm, then promptly direct the charge of the fire extinguisher toward the base of the flame.
- ✓ Never attempt to control a fire unless the building alarm has been sounded, the evacuation has begun, and you have the training and ability to do so.
- ✓ If time permits, stabilize lab procedures, turn off stoves and ovens, and unplug or disable any device that could make a dangerous situation even worse.
- ✓ Close doors and windows as you leave if safe to do so. Closing doors confines the fire and reduces oxygen.
Do not lock doors!
- ✓ **Do not use elevators!** Evacuate all rooms. Leave the building by walking quickly to the nearest marked exit and alert others to do the same as you leave.
- ✓ Feel doors before opening; if door is hot, don't open it.
- ✓ In the event of a fire, **dial 911** and notify the Department of Campus Security at 610-989-1258 when outside.
- ✓ If smoke is present, stay near the floor where air will be less toxic. Smoke is the greatest danger in a fire. If trapped, keep the doors closed and place cloth under them to keep out smoke.
- ✓ Signal for help by hanging an object (e.g., a jacket or shirt) out of the window to attract attention.
- ✓ After an evacuation, once outside, report to your designated assembly point at least 300 feet away from the building. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- ✓ Notify emergency responders of anyone trapped, especially anyone with a physical disability who cannot evacuate.
- ✓ **Do not re-enter an evacuated building** for any reason unless told to do so by the Incident Commander or a VFMAC official (e.g., Campus Security or Facilities Department), or only when an “All Clear” is provided by first responders or issued via the VFMAC’s Emergency Notification System.

Explosion

In the event of an explosion on campus, take the following action:

- Immediately take cover under tables, desks, and other objects, which will give protection against falling glass or debris.
- After the effects of the explosion and/or fire have subsided, **dial 911** and notify the Department of Campus Security at 610-989-1250. Give your name and describe the location (building name, room number) and nature of the emergency.
- If necessary, or when directed to do so, activate the building fire alarm.
- When the building fire alarm is sounded or when told to leave by police, fire or VFMAC officials (e.g., Campus Security or Facilities Department), walk quickly to the nearest marked exit and ask others to do the same.
- **Do not use elevators in case of fire.** Do not panic or create panic in others.
- After an evacuation, report to your designated assembly point at least 300 feet away from the affected building. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- **Do not re-enter an evacuated building** unless told to do so by the Incident Commander or a VFMAC official (e.g., Campus Security or Facilities Department), or only when an "All Clear" is provided by first responders or issued via the VFMAC's Emergency Notification System.

ISEP-6: Medical Emergency

When an injury or illness occurs, evaluate the situation and initiate appropriate action.

Minor injuries/illnesses

- ✓ In case of minor injury or illness to cadet, administer basic First Aid if you know how, and contact the Cadet Health Center. If the Health Center is closed refer the cadet to the local Hospital or a family physician.
- ✓ In case of a minor injury or illness to a faculty, staff or visitor to the campus, administer First Aid if you know how and refer the subject to the local Hospital or a family physician.
- ✓ Notify the Department of Campus Security at 610-989-1258 so that a Campus Security Officer can respond and prepare the appropriate report with the VFMAC's insurance carrier if appropriate.
- ✓ Employee's injured while working must notify their supervisor for appropriate treatment.

Serious injuries/illnesses

- ✓ In case of serious injury or illness, immediately call the Department of Campus Security at 610-989-1258 or dial 911.
- ✓ Do not move a seriously injured person unless there is a life-threatening situation.
- ✓ Give your name, location (building name, room number), and telephone number.
- ✓ Provide as much information as possible regarding the nature of the injury or illness, whether or not the victim is conscious, etc.
- ✓ Do not hang up until directed to do so by the 911 emergency operator or Department of Campus Security officer.
- ✓ Return to the victim, and keep the victim as calm and comfortable as possible.
- ✓ Remain with the victim. A Campus Security Officer will respond immediately to the scene and will summon additional medical personnel if necessary.

In the case of any injury involving a faculty or staff member, fill out the appropriate accident report forms as quickly as possible and forward them to the Department of Human Resources.

**** SEE CRISIS RESPONSE GUIDE(Quick Reference)**

ISEP-7: Psychological Crisis

A psychological crisis exists when an individual is threatening harm to himself/herself or to others, or is out of touch with reality due to severe drug reactions or a psychotic breakdown. A psychotic breakdown may be manifested by hallucinations, uncontrollable behavior, or the person could be a mental health hospital walk-away.

When a psychological crisis occurs:

- ✓ Never try to handle a situation you feel is dangerous. Don't endanger your safety.
- ✓ If you are in contact with a cadet who appears to be an immediate threat to his or her own safety or that of others, immediately call the Department Campus Security at 610-989-1258.
- ✓ Clearly state that you need immediate assistance. Give your name, location (building name, room number), and briefly describe the nature of the situation. **Don't hang up until told to do so.**
- ✓ If during regular business hours, should the situation warrant such action, the Rose Hall Health Center staff will be notified and in consultation with Cadet Development staff a determination will be made as to the need to summon an ambulance to transport the person in crisis to an appropriate medical facility.
- ✓ If during non-business hour's call 911 for the appropriate assistance.

Quick Reference for helping cadets having difficulties

****See Crisis Response Guide #5**

Recognize Symptoms

- ✓ Significant change in academic performance or classroom conduct
- ✓ Unusual behavior or appearance
- ✓ Traumatic event or change in relationships
- ✓ Reference to suicide, homicide, or death

Respond to the Cadet

- ✓ Speak privately with the cadet.
- ✓ Directly and candidly discuss your observations and concerns.
- ✓ Offer support and assistance.

Refer to a Mental Health Professional at Counseling & Psychological Services

- ✓ Be caring, firm, and straight-forward in your referral.
- ✓ Consider calling from your office or escorting the cadet to the Rose Hall Health Center

Consult with On-Campus Resources Discuss your concerns about a cadet with any of the following on-campus resources:

- ✓ Rose Hall Health Center: 610-989-1515
- ✓ Commandants Office: 610-975-9642
- ✓ VFMAC Chaplain: 610-989-1506
- ✓ On-Duty TAC Officers: 610-989-1280/1270
- ✓ Delaware County Crisis Connections Team: 855-889-7827

ISEP-8: Severe Weather and/or Campus Closures

Inclement Weather School Closing Policy

Unless otherwise specified by the professor, all affected classes are to transition to online sessions.

When there is a concern or threat of inclement weather the VFMAC reserves the right to implement its weather emergency procedure. ***Should the VFMAC open late, close early, or cancel classes all affected classes are to transition to online sessions, unless otherwise specified by the instructor.*** Please use caution and allow ample time for travel and delays when travel becomes dangerous during inclement weather. It is at the discretion of the VFMAC Provost to determine closings dependent on weather conditions. Immediately after the decision has been made, respective personnel will be notified about the closing status and a campus wide email will be issued.

** SEE CRISIS RESPONSE GUIDE (Quick Reference) #16

When the VFMAC is Not Closed

When the VFMAC is open, all cadets and employees are expected to use their best judgment. Appropriate precautions should be taken, such as an earlier-than-usual departure from home to compensate for travel delays.

Tornado-Hurricane Preparation

Tornado Watch – indicates that atmospheric conditions in a given geographic area are conducive only; all normal activity is to continue. However, all VFMAC departments and offices are to have personnel available to monitor official VFMAC communications and disseminate messages. Communications shall be monitored as long as scheduled uses of the buildings continue. All watches are canceled by official notification only.

Tornado Warning – indicates that a tornado has been sighted and is a definite threat to a given geographical area. Upon notification that a tornado warning has been issued for the Philadelphia area, the Department of Campus Security and/or other VFMAC or local police/fire personnel will evacuate all persons in their respective areas of responsibility to the predetermined safest area of the buildings. Tornado warnings are canceled by official notification only.

- If a tornado Warning is in effect at class dismissal time, cadets must be retained in a safe area in the building until weather conditions permit their release.
- Personnel should be located in corridors as far as possible from all exterior walls, especially if these walls contain windows or doors.
- Exterior windows should not be opened, and entry doors should remain closed.
- Persons outside or in automobiles shall take cover in the nearest building.

ISEP-9: Active Shooter

If you become aware that an active shooter incident is occurring near you, either because you hear actual gunfire or have been told about such an occurrence by another person or through the VFMAC's Emergency Notification System, your main focus should be on quickly determining the best way to protect your life.

If you are outdoors and the incident is occurring in your hearing or vicinity:

- **RUN!** if it is safe to do so, and move far away until you are in a safe location; or
- Take shelter inside the nearest building.
- If you can't safely get away from the threat because of its proximity to you or the lack of a nearby building, **HIDE** as best you can or **TAKE COVER** behind any physical object that can provide a shield for you (a large tree, wall, dumpster, trash receptacle, etc.)

If you are in the building where the shots were heard:

- **GET OUT! – RUN – EVACUATE!** If this is the best strategy at the moment and you can do so safely without running into the line-of-fire or encountering the shooter.
- Leave your belongings (backpack, books, purse, etc.) behind. They can be replaced, you can't be.
- **HELP OUT** - Help others escape, and warn people not to enter an area where the active shooter may be.
- As you exit the building, keep your arms raised above your head and keep your hands visible to responding police officers.
- **HIDE OUT** - If you can't evacuate safely. Hide in an area where you are well protected and out of the shooter's view.
- **SPREAD OUT** - If there's sufficient space. Don't bunch together. Stay low to the floor.
- **KEEP OUT** - To prevent the shooter from entering your hiding place, lock the door, if possible; block entry by using heavy items to barricade the door (e.g., copier machines, desks, heavy bookshelves, etc.); close, cover, and move away from exterior and interior windows.
- Remain quiet. Silence your cell phone. Advise everyone in the room to remain calm.
- **FIGURE OUT** - If you can safely do so without revealing your location, call 911 and provide information that can assist responding police officers, e.g., the last known location of the shooter, the number and physical descriptions of the shooters, the number and types of weapons being used (if you can determine), the number and location of any victims, your exact location.
- **TAKE ACTION – RESIST – FIGHT!** As a last resort and only when your life is in imminent danger, attempt to incapacitate the shooter. Act with physical aggression. Throw items (books, chairs, fire extinguishers, etc.) at the shooter if possible. **Yell!** Commit fully to your actions. Don't hesitate or hold back, because your life and the lives of others are at stake.

[See *Annex K* for the Active Shooter Policy.]

ISEP-10: Building Evacuations

Building Evacuation ** SEE CRISIS RESPONSE GUIDE (Quick Reference) #22

- ✓ Except in the case of an Active Shooter incident, buildings shall be evacuated by activating the fire alarm or, in the event that the alarm is not functioning, by word-of-mouth among the occupants or by use of a portable loudspeaker.
- ✓ All building occupants are required to evacuate when the fire alarm sounds or upon the order of an authorized VFMAC official such as a Campus Security Officer.
- ✓ Members of the Department of Campus Security will key into rooms to ensure that everyone has left the building.
- ✓ If time permits before leaving, stabilize lab procedures, turn off stoves and ovens, and unplug or disable any device that could make a dangerous situation even worse.
- ✓ Move to the closest exit and proceed down a stairwell marked "EXIT" in a safe and orderly manner.
- ✓ **Do NOT use elevators!**
- ✓ After evacuating the building, report to your designated assembly point at least 300 feet away from the affected building. Stay there until an accurate headcount has been taken. Your department head, manager, supervisor, or person in charge of each office/area will take attendance and assist in the accounting of all building occupants.
- ✓ Notify emergency responders of anyone trapped, especially anyone with a physical disability who cannot evacuate.
- ✓ **Do not go back in the building** for any reason until an authorized VFMAC official or other emergency responder (police, fire, EMS) deems it safe to re-enter.
- ✓ If safe re-entry is unlikely within a reasonable time, nonessential faculty and staff and non-resident cadets shall be directed to leave the campus if it is safe to do so. Temporary housing of resident cadets shall be managed by Commandants Office.

Large-Scale Evacuation

- ✓ If evacuation of part or all of the campus is necessary, monitor the Eastern Emergency Notification System and the VFMAC website for additional information.
- ✓ Those in need of transportation will be directed to areas to await transport to an off-campus site.

Evacuation of Disabled Persons



Persons Using Crutches/Canes or Walkers

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

Non-ambulatory Persons

Evacuation may not be advisable or necessary. Many stairwells are designed to provide temporary protection from fire or other danger. A volunteer should stay with a wheelchair user in the platform area of the stairwell while a second person notifies emergency personnel or paramedics of the exact location of the wheelchair user.

If immediate evacuation is necessary, be aware of the following considerations:

- Wheelchairs have movable parts; some are not designed to withstand stress or lifting.
- You may need to remove the chair batteries; life-support equipment may be attached.
- In a life-threatening emergency, it may be necessary to remove an individual from the wheelchair. Lifting a person with minimal ability to move may be dangerous to their well-being.
- Wheelchairs should not be used to descend stairwells, if at all possible.
- Non-ambulatory persons with respiratory complications should be removed from smoke/fumes.
- Check the evacuation routes for obstructions before assisting the person to the exit.
- Delegate other volunteers to bring the wheelchair.
- Reunite the person with the wheelchair as soon as it is safe to retrieve it.
- Always consult with the person in the chair regarding how best to assist him/her.
 - Ways of being removed from the wheelchair.
 - Whether to extend or move extremities when lifting because of pain, braces, etc.
 - Whether to carry forward or backward on a flight of stairs.
 - Whether a seat cushion or pad should be brought along if the wheelchair is being left behind.
 - In lieu of a wheelchair, does he/she prefer a stretcher, chair with cushion/pad, or car seat?
 - Is paramedic assistance necessary?

Visually Impaired Persons

Most visually impaired persons will be familiar with their immediate work area. In an emergency situation, describe the nature of the emergency and offer to act as a *sighted guide*: offer your elbow and escort him/her to a safe place. As you walk, describe where you are and advise of any obstacles. When you have reached safety, orient the person as to where you are and ask if any further assistance is needed.

Hearing Impaired Persons

Because persons with impaired hearing may not perceive emergency alarms, an alternative warning technique is required. Two methods of warning are:

- Write a note describing the emergency and nearest evacuation route (e.g. "Fire. Go out rear door to the right and down, NOW!").
- Turn the light switch off and on to gain attention, and then indicate through gestures what is happening and what to do.

Identifying Those with Disabilities

Purpose

This program establishes procedures for emergency evacuation of persons with disability from residence halls and other occupied buildings on campus. The guidelines set forth in this program are in compliance with NFPA 101 Life Safety Code, the Americans with Disabilities Act, and ANSI A117.1.

Introduction

Policies and procedures require that all persons in a facility evacuate that facility any time the fire alarm system is activated. Persons with disability may not be able to evacuate unassisted. Therefore, they should inform another person that assistance may be necessary during fire alarm activation.

All persons with mobility related disabilities or other disabilities that might cause them to need assistance in an evacuation are urged to report their need for possible assistance to their immediate supervisor who will notify Campus Security of their need for assistance and their location in the event of an emergency.

Campus officials will communicate the information in a secure and confidential manner to the appropriate personnel such as Residence Directors, staff or faculty members to arrange for assistance in the event of an emergency.

"Buddy System"(Battle Buddy)

Make use of a "Buddy System". During the first week of classes or employment, make several acquaintances with fellow cadets, residents, class members, or office workers. Inform them of any special assistance that may be required in the event of a fire alarm (i.e., hearing the alarm, guidance during evacuation, etc.).

When the fire alarm sounds, the "Buddy" (or assistant) will make sure of the location of the person with disability, then go outside and inform emergency personnel that a person in that location needs assistance in leaving the building. Emergency personnel will then enter the building and evacuate that person.

ISEP-11: Shelter-In-Place/Lockdown

Shelter-in-place is designed to keep you safe while indoors if dangerous environmental conditions exist, such as extreme weather or a hazardous materials release.

An imminent threat of violence may also be cause for a lockdown of all or part of campus. Resident Hall exterior doors will lock automatically. Campus Security responders will lock others manually.

The goal is to limit exposure of cadets, faculty, and staff to danger by preventing dangerous persons from entering campus buildings.

When taking shelter-in-place, members of the VFMAC community should find a place to hide where the cause of the threat is less likely to affect them.

If a shelter-in-place/lockdown is ordered:

1. If outside, seek shelter in the nearest building, preferably in an interior room with few windows.
2. **Stay inside!** Do not leave the building unless an imminently dangerous situation arises inside.
3. When inside, or if already indoors, use your best judgment to allow access to others seeking shelter. A Shelter-in-Place order may mean that there are dangerous environmental conditions or that there is a known threat of violent behavior. Allowing others into the building will not necessarily jeopardize your safety.
4. When allowing others seeking shelter to enter, require that all backpacks and other bags be left at least 30 feet from the building, and require that the person seeking shelter open all outer garments for inspection before entering.
5. If in a hallway or open area, get into a room and lock/secure the door if possible. Avoid overcrowding by selecting several rooms if necessary.
6. Close, cover, and move away from exterior and interior windows and any other openings to the outside.
7. Draw/close blinds and shades, and avoid being seen from outside the room if possible.
8. Block entry to the hiding place by using heavy items if available to barricade the door (e.g., copier machines, desks).
9. Remain quiet, and silence cell phones.
10. Report any unusual condition to the Department of Campus Security.
11. Monitor the VFMAC Emergency Notification System and the VFMAC website for further instructions.
12. Continue to shelter-in-place until instructed to evacuate by an identifiable Police Officer, firefighter, EMS personnel, or member of the Department of Campus Security, or until you receive an "all clear" message from the VFMAC Emergency Notification System or the VFMAC website.

[See *Annex G* for the Campus Emergency Lockdown Procedure.]

ISEP-12: Hostage Situation

An active shooter incident is not to be confused with a hostage/barricade incident in which harm is being threatened but no killing or serious physical harm is taking place. However, any active shooter incident can quickly transition into a hostage/barricade incident if, at any point during the incident, the shooter becomes cornered or ceases his/her deadly behavior and barricades himself/herself in a room.

If you hear or see a hostage situation:

Immediately remove yourself from any danger and notify the Department of Campus Security at 610-989-1258 or call 911. Be prepared to provide the following information:

- ✓ Location and room number of incident
- ✓ Number of possible hostages and hostage takers
- ✓ Physical description and names of hostage takers, if possible
- ✓ Any weapons the hostage takers may have
- ✓ Your name, location and phone number

If you are taken hostage:

- ✓ Remain calm, be polite, and cooperate with your captors.
- ✓ DO NOT attempt escape unless there is an extremely good chance of survival. It is safer to be submissive and obey your captors.
- ✓ Speak normally. DO NOT complain, and avoid being belligerent or argumentative.
- ✓ DO NOT draw attention to yourself with sudden body movements, statements, comments, or hostile looks.
- ✓ Observe the captors and try to memorize their physical traits, voice patterns, clothing, or other details that can help provide a description later.
- ✓ Avoid getting into political or ideological discussions with the captors.
- ✓ Try to establish a relationship with your captors and get to know them. Captors are less likely to harm you if they respect you.
- ✓ If forced to present terrorist demands to authorities, either in writing or on tape, state clearly that the demands are from your captors. Avoid making a plea on your own behalf.
- ✓ Try to stay low to the ground or behind cover from windows or doors, if possible.

In a rescue situation:

- ✓ Do not run! Drop to the floor and remain still. If that is not possible, cross your arms, bow your head, and stand still. Make no sudden moves that a responder may interpret as hostile or threatening.
- ✓ Wait for instructions and obey all instructions you are given.
- ✓ Do not be upset, resist, or argue if a rescuer isn't sure whether you are a terrorist or a hostage.
- ✓ Even if you are handcuffed and searched, DO NOT resist. You will be taken to a safe area, where proper identification and status will be determined.

** SEE CRISIS RESPONSE GUIDE(Quick Reference)#9

Annex A

LEVELS OF EMERGENCIES & ASSESSING THREATS

The following will be used to assess a threat or emergency on campus:

Level I – MINOR EMERGENCY: Any incident, potential or actual, which will not seriously affect the overall operation of the Radnor campus. May use existing procedures and resources to respond. Decentralized coordination.

Some examples of a minor emergency are: brownout, water leak, false fire alarm, or maintenance problem, and any problem with negative public image, etc.

Level II – MAJOR EMERGENCY: Any incident, potential or actual, which affects an entire building or buildings, or which disrupts the overall operation of the Radnor campus. Outside emergency services will probably be required, as well as a major response from VFMAC support services. Major policy considerations may be required from the VFMAC administration during these conditions. Requires coordination of many procedures and resources.

Decentralized or centralized coordination. *Some examples of a major emergency are: power outage, fire, major vehicle accident, snow emergency, bomb threat, HAZMAT spill, etc.*

Level III – DISASTER OR CATASTROPHE: Any event or occurrence that seriously impairs or halts the operations of the Radnor campus. In some cases, mass casualties and severe property damage may occur. A coordinated effort of all campus-wide resources is required to effectively control the situation. Centralized coordination and direction.

The campus may not be able to respond adequately. Outside emergency services may be required. In all cases of disaster, a Field Command Post will be established, and the appropriate support and operation plans will be executed.

Some examples of a disaster are: hurricane, tornado, flood, serious fire, total campus blackout, chemical or biological attack, nuclear disaster, active shooter, barricaded subject/hostage, etc.

The following is a list of potentially hazardous situations and emergencies according to type of risk and threat level.

a. Natural Risks

LEVEL II

1. Lightning
2. Hail
3. Snow/Ice
4. Cold Weather
5. Sinkhole
6. Drought

LEVEL III

1. Hurricane
2. Tornado
3. Earthquake
4. River Flood
5. Mudslide
6. Fire (wildfire)

b. Human-made Risks:**LEVEL I/II**

1. Internal Accident
2. Computer Viruses
3. Transportation Disruption/Road Closing
4. Theft/Fraud/Embezzlement
5. Disabled Persons
6. Death/Suicide of Member of Campus Community

LEVEL II

1. Workplace Violence/Weapon on Campus
2. Hazardous Materials Spill
3. Bomb Threat/Explosion
4. Sabotage/Vandalism
5. Basic Services Interruption

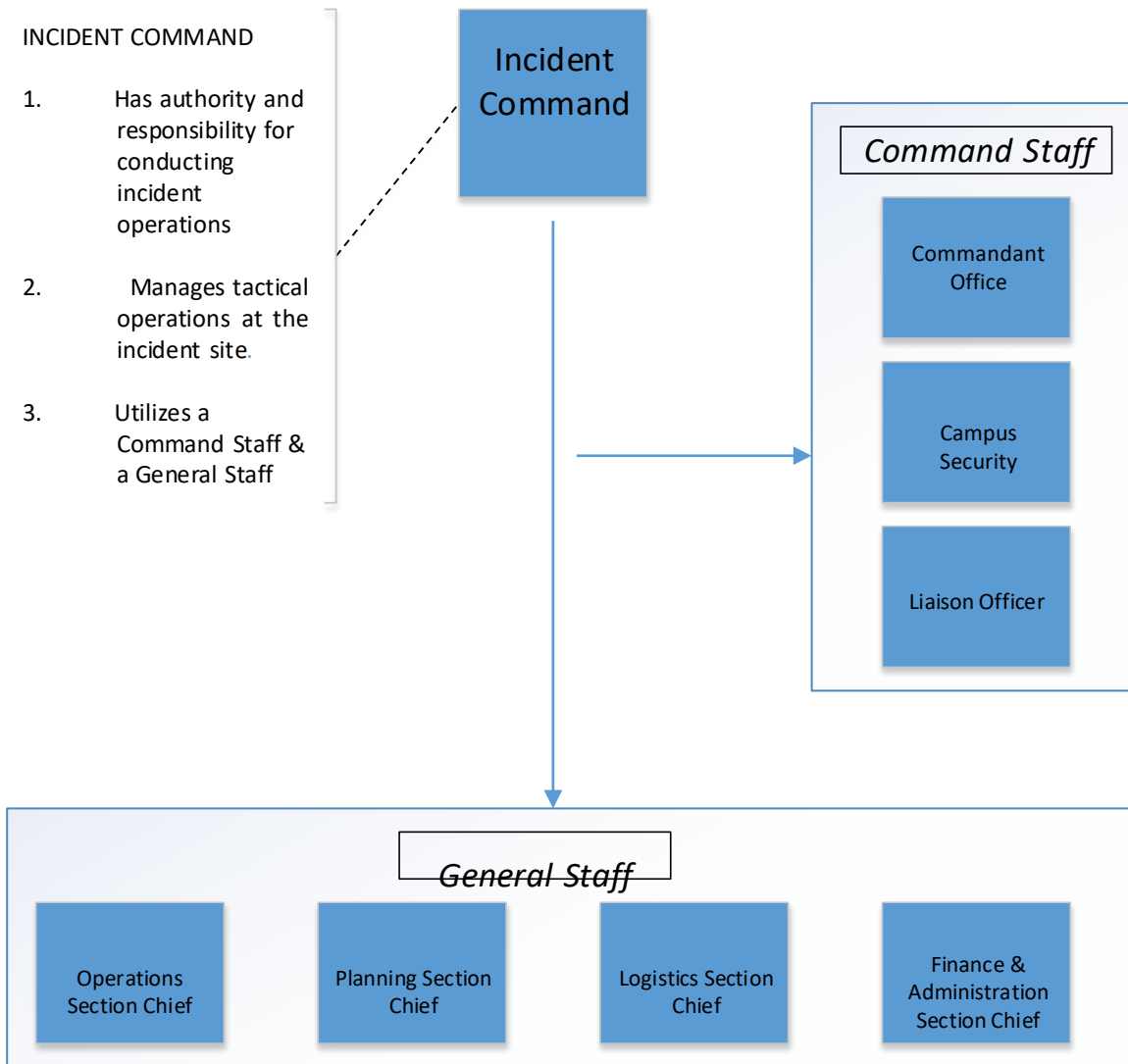
LEVEL III

1. Government State of Emergency/Natural Disasters
2. External Accidents (plane crash, train derailment)
3. Nuclear Accident/Radiation Exposure
4. Terrorism/War
5. Civil Disturbance
6. Active Shooter/Armed Subject on Campus
7. Barricaded Subject/Hostage Situation
8. Serious Fire

c. Other Risks/Concerns:**LEVEL III**

1. Disease/Epidemic/Public Health Emergency
2. Campus Evacuation

Incident Command Structure



Public Information Officer/Section: is responsible for releasing information about the emergency incident to the news media.

Safety Officer: is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety.

Liaison Officer: is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities (e.g., VFMAC ERT).

Operations Section: is responsible for developing tactics needed to support the Incident Commander.

Logistics Section: is responsible for providing and coordinating all support for the emergency response operation; includes equipment, personnel, and rest/rehabilitation activities.

Finance & Administration Function: is responsible for assessing the cost of alternative operations; making reimbursement decisions, arrangements for financing of necessary provisions (e.g., food and gasoline); addressing any other financial issues that may arise in the course of the operational response.

Annex C**DUTIES OF EMERGENCY RESPONSE TEAM (ERT) MEMBERS****Emergency Response Officer**

Maintain direct communication and liaison with other key VFMAC personnel, as well as extra-campus agencies (police, fire, civil defense, and other governmental agencies).

Chief Financial Officer

- ✓ Establish emergency meal hours, if necessary.
- ✓ Secure emergency food supplies.
- ✓ Finance alternative housing.

Commandants Office

- ✓ Evacuation of Barracks Halls and emergency housing
 - ✓ Arrange for the evacuation of VFMAC residents from vulnerable areas.
 - ✓ Reassign resident cadets in threatened or affected areas to VFMAC residence halls (available rooms and lounge areas), at other locations.
 - ✓ If the VFMAC campus needs to be evacuated, reassign resident cadets to an off-campus facility (*i.e.*, Cabrini VFMAC, VFMAC, etc.)
 - ✓ Arrange housing for stand-by crews.
- ✓ Medical Facility and Supplies
 - ✓ Maintain 24-hour operation of the Cadet Health Center.
 - ✓ Maintain adequate emergency medical supplies.
 - ✓ Act as a liaison with the Red Cross and/or other medical agencies.
 - ✓ Crisis Counseling - offer immediate group and individual counseling.

Provost / Dean of Academy

Make decisions as appropriate regarding academic programs.

Director of Marketing and Communications

- ✓ Coordinate and manage office, which serves as a clearinghouse for all news and public information emanating from the campus.
- ✓ Establish 24-hour service via Duty Campus Security Officer.
- ✓ Establish a dedicated line with taped updates on the situation, as well as an 800-telephone number, so people can inquire about family members.
- ✓ Answer all questions asked by reporters or prepare appropriate individuals for same.
- ✓ Oversee press conferences, if necessary.
- ✓ Advise the VFMAC community concerning damage, progress, and recovery.
- ✓ Respond to outside requests for information; prepare written statement(s); and prepare individuals for interaction with media.
- ✓ Respond to questions by members of the internal VFMAC community.
- ✓ Direct messages on the VFMAC's website (if up and running), in addition to other means of communication.
- ✓ Provide pictorial coverage of the campus and the vicinity for historical and public information purposes.

Director of Campus Security

- Serve as Emergency Response Officer.
- Provide on-campus security.

Director of Facilities/Plant Operations

- Supervise cadet, staff, faculty, and non-VFMAC volunteers in the removal of contents from affected buildings.
- Shut off gas, electricity and other utilities in affected areas, as required.
- Remove containers of hydrogen, oxygen, acetylene, propane, and other dangerous or toxic gases and hazardous materials from affected areas, as required.
- Provide physical barriers, barricades to safeguard hazardous areas.
- Provide purification agents.
- Determine emergency water locations.
- Post signs on water fountains and sinks in affected buildings indicating: **“DO NOT USE --- NEAREST SAFE WATER POINT _____”**
- Instruct personnel to fuel all VFMAC vehicles and gasoline operated equipment.
- Assure availability/operation of emergency generators.
- Arrange switching for alternate power feeds and distributions.
- Dispatch portable power units and operators to provide essential power to meet special demands.

Annex D

EMERGENCY RESOURCES DIRECTORY**Police**

Radnor Township Police Delaware County
 Emergency 911
 Administrative 610-688-5600
 Tredyffrin Township Police Chester County
 Emergency 911
 Administration 610-644-3221
 Pennsylvania State Police
 Troop K HQ 215-560-6200

Fire Department

Radnor Fire Company
 Emergency 911 / 610-688-0450
 Office 610-688-0503

Ambulance

Radnor Fire Company Ambulance
 Emergency 911

Emergency Management

Delaware County Emergency 610-565-8700
 Management

Other Law Enforcement

Delaware County Sheriff 610-891-4296
 F.B.I. Newtown Square 610-353-4500
 U.S. Secret Service 215-597-0600
 Department of Homeland Security 215-717-4800

Hospitals

Bryn Mawr Hospital 610-526-3000
 Lankenau Hospital 610-645-2000
 Paoli Memorial Hospital 610-648-1000

Utilities

PECO - Electric & Gas (general emergencies) 800-841-4141
 Aqua Water Company 610-525-1400
 Verizon (Telephone Repairs) 800-499-7878

Other Government Offices – State

Attorney General 215-560-2402
 EPA (Region 3) 800-438-2474
 State Government Information 800-932-0784
 Department of Health for Delaware County 610-447-3250
 PA National Guard (Bomb Disposal) 717-861-2811

Food, Clothing, & Shelter Assistance

American Red Cross (Rosemont) 215-545-4553
Salvation Army 610-583-3720

Area Schools

Cabrini VFMAC 610-902-8100
Eastern University 610-341-5800
Rosemont VFMAC 610-527-0200
Villanova VFMAC 610-519-4500
Bryn Mawr VFMAC 610-526-5000
Radnor School District 610-688-8100
Archbishop Carroll High School 610-688-7610

Hotels

Radisson Valley Forge Hotel & 610-337-2000
Holiday Inn (King of Prussia) 610-768-9500
Courtyard by Marriott (Devon) 610-687-6633
Valley Forge 610-687-6700
Dolce Valley Forge 610-337-1200
Radnor Hotel 610-688-5800
Wayne Hotel 610-687-5000

News - Electronic & Print

Radio (KYW) 215-238-1060
6 (ABC) - TV 215-878-9700
10 (NBC) – TV 610-668-5510
3 (CBS) – TV 215-977-5300
Philadelphia Inquirer 215-854-4500
Associated Press 215-561-1188

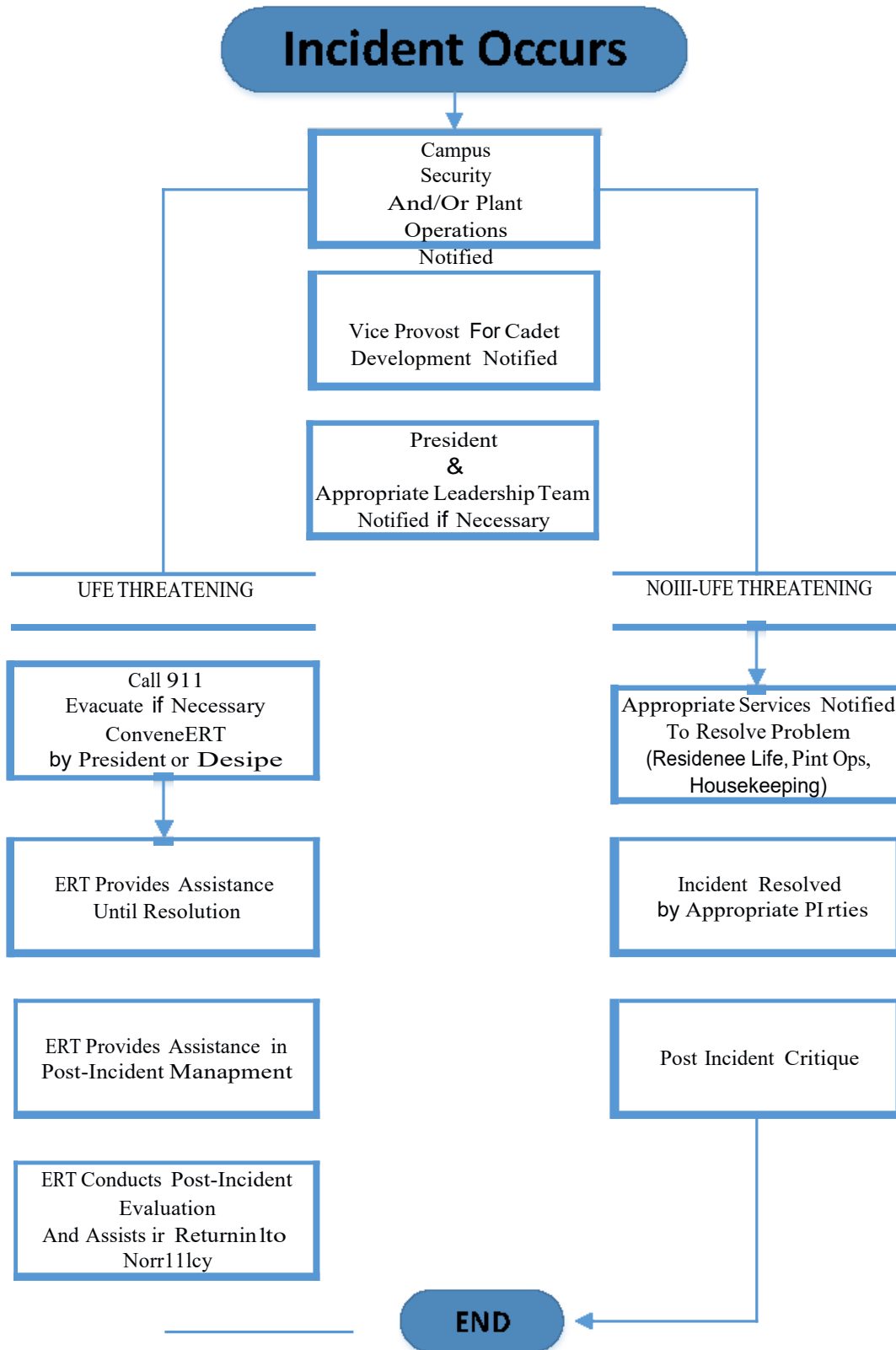
Miscellaneous

Philadelphia Airport
FAA Control Tower (Radar) 215-492-4123
Operations Manager 215-492-4129
Philadelphia Police Ordinance Disposal Unit 215-685-8013
Poison Information Center 215-386-2100 / 800-222-1222
Toxic Chemical & Oil Spills 800-424-8802 / 911

Annex E**CRISIS MANAGEMENT REQUIREMENTS AT EOC**

1. Emergency lighting
2. Emergency electrical powered outlets
3. Computer data lines (2 minimum)
4. Dedicated telephone line (that bypasses the telephone switching system)
5. Television cable outlet
6. Cellular telephones (brought by responding members of ERT)
7. Portable/hand-held radios (to be delivered by Campus Security to EOC as soon as location is identified)
8. Food and water
9. Emergency response kit (to be delivered by Campus Security to EOC as soon as location is identified)
10. Aerial maps of the campus
11. Local area maps of surrounding streets
12. Campus map
13. Building floor plans
14. Employee and faculty rosters with phone numbers
15. Building keys
16. Alarm and sprinkler suppression procedures
17. Utility shut off locations
18. Key responder emergency contact numbers
19. Designated staging areas
20. Emergency Resources Directory with phone numbers
21. Evacuation sites and routes
22. First aid supplies and their locations
23. Cadet photos or the ability to retrieve them from Colleague

ANNEXF
EMERGENCY RESPONSE FLOWCHART



CAMPUS EMERGENCY LOCKDOWN PROCEDURE

1. Introduction

The Campus Emergency Lockdown Procedure shall be implemented if a hostile intruder or active shooter emergency is declared on campus.

2. Definition of a Hostile Intruder Incident

- A. A hostile intruder incident is declared when there is a serious risk of danger to the faculty, staff, and cadets of the VFMAC from an armed or dangerous person(s) on campus.
- B. This procedure may also be put into effect for other situations, such as external hazardous chemical or biological releases and, with some modification, hurricane and tornado emergencies.
- C. The authority to declare a campus Emergency Lockdown (or "Shelter-in-Place") rests with the VFMAC President or his/her designee.

3. Lockdown Notifications and Communications

- A. If a situation that may require an Emergency Lockdown is discovered, the individual making the discovery shall immediately contact the Department of Campus Security and provide as much information as possible.
- B. An Emergency Lockdown (or "Shelter-in-Place") will be announced by electronic notification via the VFMAC website at www.eastern.edu, text message, and email.
- C. Fire evacuation alarms are *not to be pulled / activated*.

4. Facility Lockdown Notification Procedure

- A. If a hostile intruder or active shooter incident occurs or threatens to occur on the Radnor campus, the on-duty Campus Security Officer (or senior Campus Security Officer, if a Supervisor is not present) shall immediately notify the Radnor Police Department and the Director of Campus Security; and coordinate with Radnor Police as to which campus gate they will be entering.
- B. During normal business hours, the President's Office, Commandants Office, Provost and Dean of Academy Cadets shall also be notified.
- C. The campus shall be notified as soon as possible via text message and VFMAC email through the VFMAC Emergency Notification System, as well as a posting on the VFMAC website.

1. The initiation of the Emergency Notification System is the responsibility of the Director of Campus Security or his/her designee.
 2. The Emergency Notification System will provide pertinent information to cadets, faculty, and staff regarding specific directions to be undertaken during emergency situations being mitigated by the VFMAC's Emergency Response Team in conjunction with local authorities.
 3. Notifications shall be accomplished by mass-broadcast of pertinent details of the emergency to all opted-in* cellular telephones, mobile devices, email, and other electronic text-delivery devices utilized by cadets, faculty, staff and ancillary personnel. **
 4. The content of text messages relating to an Emergency Lockdown situation will contain basic information/instructions and refer the recipient to the VFMAC website and VFMAC email for additional details and updates.
- D. When an Emergency Lockdown notification is received, it shall be the duty of each faculty and staff member to alert everyone in their immediate area/location about the content of the notification. Every effort should be made to lock or block all access doors and close window coverings in the area without compromising personal safety.

5. Facility Lockdown Procedures

Follow these general guidelines for Facility Lockdown:

1. Lock classroom and other doors if possible.
2. Barricade the door with large, heavy items (copiers, desks, book cases, shelves, etc.)
3. Close windows and window treatments.
4. Turn off lights.
5. Remain quiet and do not enter hallways.
6. Silence all electronic devices.
7. Crouch down in areas that are out of sight from doors and windows.
8. Do not gather together. Spread out if there is sufficient space.
9. Should the fire alarm sound, do not evacuate the building unless you have first-hand knowledge that there is a fire in the building or you have been instructed to do so by an identifiable member of the Department of Campus Security, Radnor Police, or the Radnor Fire Department.
10. If out in hallways when the lockdown is announced, seek shelter in the nearest classroom or office.
11. If in outdoor areas, immediately take cover or return to the nearest building if it is safe to do so.
12. If the threat is outdoors on campus grounds, all outdoor activities should be cancelled.
13. Do not leave cover or the area in which you have taken shelter until you are instructed to do so by authorized emergency personnel or receive an "All Clear" update message through the Emergency Notification System.

* Cadets, faculty and staff must register their communication devices online to receive emergency electronic device notification.

** Because of topographical limitations, service may not be available in all campus locations.

Annex H

Emergency Notification

Pre-Crisis Considerations

VFMAC will make every attempt to communicate to the campus community before, during, and after emergencies. This includes providing detailed instructions to the campus about the emergency and what actions are necessary to ensure the safety of all cadets, faculty, staff, and the general public.

In an emergency, the VFMAC will speak with one voice. All informational communications regarding emergencies to cadets, faculty, staff, the public and the media will be made by the Director of Marketing and Communications. The Department of Marketing and Communications will work with emergency responders through a process to ensure all information reported is timely, factual and informative.

Immediate decisions and orders requiring evacuations will be made by on-scene emergency personnel. They may rely on The Department of Marketing and Communications to forward information through other means, such as text messaging or VFMAC webpage postings. The content and timeliness of a message during an emergency can have catastrophic consequences if done incorrectly. It is imperative that only a properly trained manager, director, or higher-level staff members within the Leadership Team, ERT, or the Department of Campus Security are charged with this responsibility.

Emergency Communication Methods

VFMAC has many communication tools that can be utilized to inform the campus community during an emergency. Not every tool listed here should or can be used in every situation. Each has limitations and risks and is not appropriate for every emergency situation.

- VFMAC Emergency Notification System(text, email)
- VFMAC website
- Social Media sites (Facebook, Twitter, etc.)
- Local TV and Radio Stations

Emergency Notification System

The VFMAC's Emergency Notification System serves as both an emergency communication method and a way of communicating specific situations to the campus community in a timely manner.

Except for the specific instances noted below, the system should be considered an emergency communications tool, and as such should only be utilized for active threats, that is, when the safety of the entire campus, or a large portion of it, are threatened.

The system can also be used for events or occurrences that, although not rising to the level of an emergency, could still impact the campus in a negative way.

Examples of such use include: informing cadets, faculty, and staff of campus-wide threats to life and property, campus closures and VFMAC-wide class cancellations, and incidents such as prolonged power or system outages that could severely impact normal VFMAC operations.

The system should not be used when an incident is isolated, impacts a small area of the campus, and/or poses no threat to safety.

VFMAC uses the emergency notification system called Blackboard-Final Site that employs text messaging and email to alert cadets, faculty and staff to potentially dangerous situations on campus.

In the event of such an emergency, the VFMAC will issue such emergency notifications or, if appropriate, “timely warnings” to cadets, faculty and staff about emergency situations or crimes occurring on or proximate to the campus, when those crimes are determined to represent a potential threat to their safety and if self-protective actions should be taken.

Text Messages

There are preset text messages that can go out almost immediately. Other messages can be crafted as needed. It is most important, however, that messages never exceed 140 characters/spaces.

Message Number	Event Type	Emergency Text Message – Word count limited to 140 characters	Explanation of Message
1	SEVERE WEATHER EMERGENCY	There is a severe weather emergency approaching our area. This emergency will be in effect until xx:xx. Stay indoors away from windows. (another version) There is a severe weather emergency approaching our area. The emergency will be in effect until xx:xx. Please evacuate to xxxxxxxxxxxx	A severe warning has been issued for the Radnor area. This includes warnings for thunderstorms, severe winds, blizzards, tornados, etc. An evacuation location will be included in the message, such as the basement
2	CAMPUS-WIDE EMERGENCY	EMERGENCY. Do not enter the campus. If you are on campus, lock yourself into a room immediately. Wait for additional instructions.	This is a very serious emergency on campus. Do not enter the campus.. There may be someone with a gun on campus, or an armed robbery, or another kind of crime in progress.

VFMAC**Emergency Operations Plan- October, 2023**

3	POWER OUTAGE	The campus is in total/partial blackout. Plant Operation are aware. Wait for additional instructions.	The entire/partial campus is experiencing a power outage.
4	TEST	This is a test of the Emergency Preparedness system. If there were a real emergency further instruction would follow.	This test message will be sent when the system is tested. This will be at least once per quarter or more frequently as needed.
5	FIRE	There is a serious fire at xxxxxx. Stay away from area. Police and Fire Personnel on scene	A serious fire is in progress on campus. Informs everyone to stay away from that area.
6	EXPLOSION	An explosion has occurred at xxxxxxxx. Police and Fire personnel on scene. Stay out of area.	An explosion occurred on campus. Informs everyone to stay away from that area.
7	ALL CLEAR	VFMAC emergency is over. All clear. Emergency is over.	This message is sent when the emergency condition is over.

No other text messages shall be sent by the system's vendor or by any other VFMAC department for any non-emergency reasons.

Campus closures and class cancellation notices are authorized by the President using the protocol set forth in ISEP-8 "Severe Weather and/or Campus Closures."

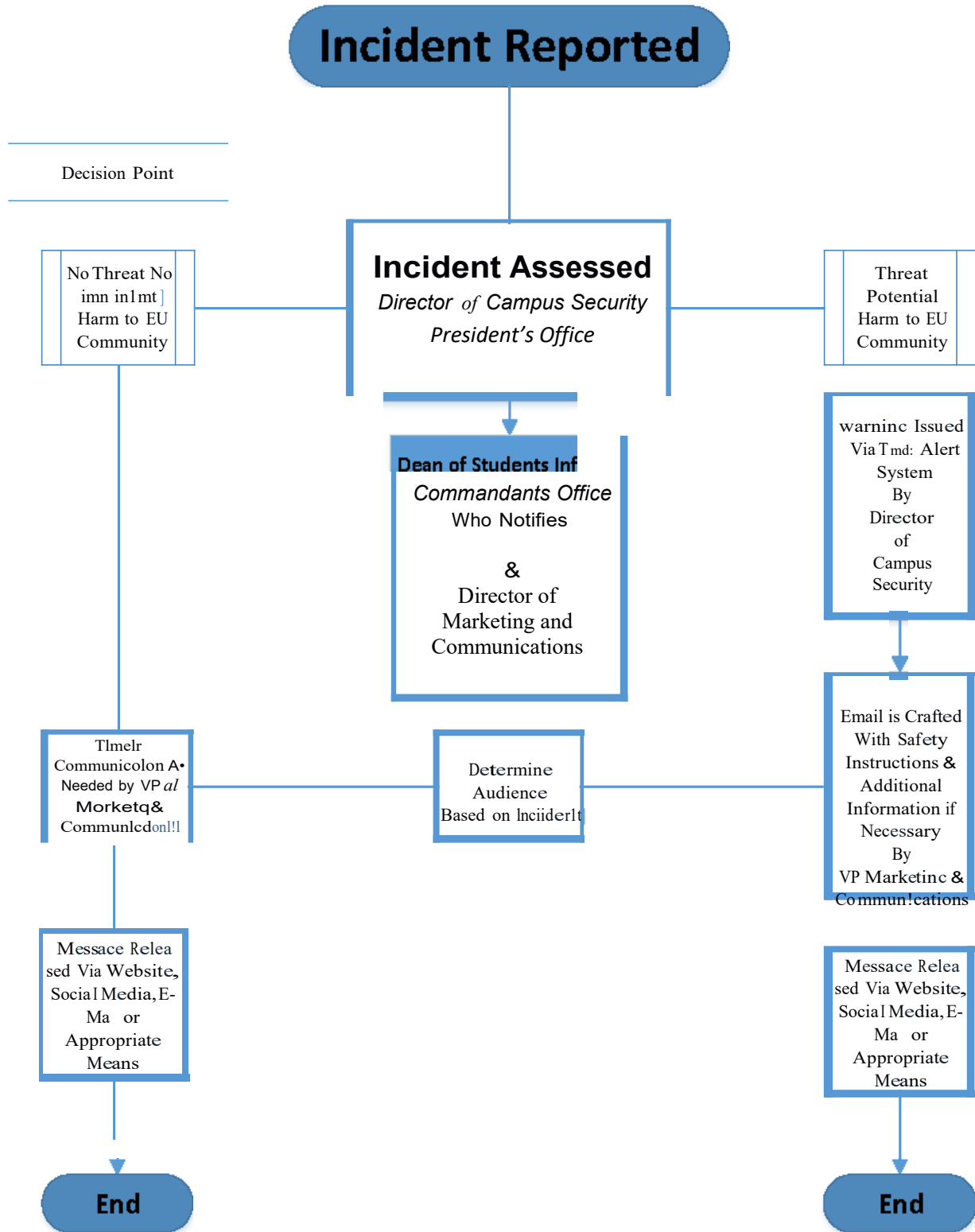
Email

The email component of the VFMAC Emergency Notification System is used to provide additional and often more detailed information to the entire campus.

It can be used to direct information to specific groups, such as faculty, staff, on-campus residents, etc., depending upon the group used.

Email is effective in providing regular updates and information on specific actions to take, notify of situation changes, and explain on-going incidents. However, even then, readers should be directed to the VFMAC website to obtain further information.

Emergency Notification System Flow Chart



POLICY ON ISSUING TIMELY WARNINGS

Purpose & Scope

The VFMAC will issue “timely warnings” to cadets and employees about certain crimes occurring on or proximate to the campus, when those crimes are determined to represent a potential threat to their safety and self-protective actions should be taken, regardless of whether or not the alleged victims and/or perpetrators are members of the Eastern community.

Such warnings are issued to comply with federal law as contained in the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act.

Timing & Distribution

Timely warnings will be issued as quickly as pertinent information is available to enable cadets and staff to take self-protective measures. They will be disseminated via one or more of the following methods used individually or in combination:

- ✓ VFMAC Emergency Notification System (text, email)
- ✓ verbal instructions or information issued by VFMAC personnel
- ✓ notices posted throughout campus buildings and in the cadet newspaper

Timely warnings using these methods may be issued simultaneously or staggered as required to provide relevant information and achieve the intent of promoting safety.

Content

Timely warnings issued via the VFMAC Emergency Notification System will report that an incident has occurred, issue brief instructions about self-protective measures to be taken immediately, and reference where additional information will be posted as it becomes available.

When verbal notifications are made by Campus Security and/or Commandant of Cadets, the same information disseminated via the Emergency Notification System will be issued.

Generally, the Emergency Notification System text and email messages, and any verbal notifications, will direct recipients to the VFMAC website for additional information and/or updates.

Timely warnings disseminated through the VFMAC Emergency Notification System and/or posted to the website will describe the nature of the event, the location where it occurred, the approximate time it took place, and steps that should be taken for self-protection.

**VFMAC
Decision Process**

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Decisions to issue timely warnings will be made by the Director of Campus Security. Consideration will be given to the nature of the crime, the presence of a continued threat to the safety of cadets and staff, and the requirements of local law enforcement agencies for protecting the integrity of their investigations.

Timely warnings issued through the Emergency Notification System will be disseminated by the Director of Campus Security or designee.

Timely warnings issued verbally will be made by Campus Security staff and, as appropriate to the notification of resident cadets, by members of the Commandants Office.

ACTIVE SHOOTER POLICY

Overview

Over the past several years our nation has experienced a growing trend of mass violence committed by individuals. These episodes have come to be termed "active shooter" incidents and are unique in that the behavior of the perpetrators is very different from that typically associated with other violent behaviors.

Suspect(s) generally begin to shoot at numbers of people without warning. The motives for these behaviors can range from rage and vengeance to mental dysfunction.

The incidents experienced across the country suggest that the traditional police response involving containment, isolation, and negotiation may be inadequate. Unlike most criminals, active shooters are likely to continue to use deadly physical force until intervention occurs or until the shooter decides to stop. The active shooter concept represents a shift in police response tactics, equipment needs, and command protocol.

These situations require the initial police responders arriving on the scene to have the authority and the capability to take action without waiting for command staff or for the arrival of specialty units such as SWAT or crisis negotiators.

Purpose

The purpose of this policy is to set forth standards for unarmed response to active shooters by Campus Security Officers. Careful and systematic response to such incidents is critical to containing offenders and reducing casualties. There are scenarios that require immediate action and rapid deployment of armed police personnel prior to the arrival of any police tactical team.

In these cases delayed deployment could have catastrophic consequences. These scenarios often involve an ongoing "shots fired" or downed officer/citizen rescue. It may also necessitate the immediate and rapid deployment of external law enforcement personnel to contain and prevent the escape of an armed and dangerous person(s).

Policy and Procedure It is the responsibility of the VFMAC Department of Campus Security to protect life by any legal means possible consistent with their training and equipment capabilities. Campus Security Officers responding to an active shooter incident will accomplish this goal by assisting community members fleeing the scene and directing responding officers to the area, if such can be accomplished without endangering any officers.

The prioritization of activities by local police, in order of importance, is (may be concurrent):

1. Stop the active shooter.
2. Rescue the victims.
3. Provide medical assistance.
4. Preserve the crime scene.

Actions of First Response Campus Security Officers

- Officers will call 911
- Campus Security Officers subject to attack should make personal safety their primary consideration. If not injured or incapacitated, they should remove themselves (and their patrol vehicle) from the immediate vicinity of an active shooter incident to a location of cover and, if possible, a location suited to initial security of the outer perimeter and appropriate for establishing a Field Command Post.
- The Campus Security Officer shall immediately inform the Director of Campus Security of the incident, providing precise information so that the necessary police, medical, etc., response can be initiated.
- The individual Campus Security Officer *should not attempt to apprehend* the offender(s).
- Campus Security Officers should be directed toward sealing off the area from pedestrians and vehicular traffic, containing the incident by establishment of an inner perimeter, and if possible, evacuation of the area.
- Campus Security Officers should attempt to obtain as much intelligence as possible.
- The area should be actively monitored until the Radnor Police arrive.

- The Department of Campus Security will assist the Radnor Police with perimeter security, evacuation, identification of victim(s), and serve as liaison for further requests.

Actions of Individuals Outside

- *Do not approach the person with the weapon.*
- Move immediately to a safe location if you can.
- Notify others of the danger as you leave the area.
- Call 911 and/or the Department of Campus Security at 610-989-1258 and inform them of the situation.
- Do not re-enter the area, and take steps to prevent others from doing so until authorities arrive.
- Once in a safe area, do not leave unless a Police Officer escorts you out.
- Remain as calm and as quiet as you can.
- Do not attempt to rescue others unless you have been trained, or can reach them in a safe manner.
- Above all, do not endanger yourself.

Actions of Individuals Inside

- If possible, exit the building as quickly as possible.
- If unable to safely exit the building,
 - Clear the hallway immediately, and/or
 - Remain inside a locked or barricaded room.
 - Stay away from all windows.
 - Remain quiet and calm.
- Evacuate the room only when uniformed Police Officers have arrived.

Actions if Shooter is in a Classroom or Office

- If possible, call 911 and advise them of the situation. If you cannot speak without revealing your location to an armed subject, leave the line open so that the 911 emergency operator can hear what is going on.
- Use common sense. If you are hiding and flight is impossible, attempts to negotiate with the individual may be successful.
- Attempting to overcome the individual with force is a last resort that should only be initiated in extreme circumstances.
- If the shooter exits your area and you are able to escape, leave the area immediately or barricade yourself inside using desks, chairs or other heavy objects.
- Do not rely on walls or doors to be sufficient protection from bullets.

Annex L**CIVIL DISTURBANCES & CAMPUS DEMONSTRATIONS POLICY****Overview**

The right to freedom of expression is protected by the First Amendment of the U.S. Constitution. As an institution of higher education, VFMAC supports the free expression of individual and group views on a variety of topics in a lawful manner.

The creation and maintenance of productive environments within which this expression and exchange of ideas can take place are important missions for the VFMAC. As such, a close working relationship should be developed and maintained by the Department of Campus Security with cadet organizations and cadet leaders. The Department of Campus Security should participate in the planning process for any demonstrations.

Policy and Procedure

Most campus demonstrations such as marches, meetings, picketing and rallies will be peaceful and non-obstructive.

If possible, a cadet demonstration should not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

- Threat of physical harm to persons and/or damage to VFMAC facilities
- Prevention of access to offices, buildings, and/or other VFMAC facilities
- Interference with the normal operations of the VFMAC

Peaceful, Non-Obstructive Demonstrations

Generally, demonstrations of this kind should not be interrupted. Demonstrations should not be obstructed or provoked. Efforts should be made to conduct VFMAC business as normal as possible.

The Department of Campus Security will attempt to identify the leader and explain the boundaries of a peaceful demonstration and examples where the Department of Campus Security may need to interfere.

If demonstrators are asked to leave but refuse to leave by regular facility closing time:

- Arrangements will be made by the Director of Campus Security to monitor the situation during non-business hours, or
- Treat the situation as a violation of regular closing hours and, thus a disruptive demonstration.

[See section on non-violent, disruptive demonstrations below.]

Non-Violent, Disruptive Demonstrations

In the event that a demonstration blocks access to VFMAC facilities or interferes with the operation of the VFMAC:

- (1) Demonstrators will be asked by the Director of Campus Security or his/her designee to terminate the disruptive activity.
- (2) The Director of Campus Security or his/her designee will arrange for a videographer to report to an advantageous location for photographing the demonstrators.
- (3) Key VFMAC personnel and cadet leaders may be asked by the Director of Campus Security or his/her designee to go to the area and attempt to persuade the demonstrators to discontinue their activities.
- (4) If the demonstrators persist in the disruptive activity, they will be apprised that failure to discontinue the specified action within a determined length of time may result in disciplinary action, including suspension and/or expulsion, or possible intervention by civil authorities (Radnor Police Department) in extreme emergencies. If possible, the VFMAC President will be consulted before the Radnor Police are brought onto campus.
- (5) Efforts should be made to secure positive identification of demonstrators in violation to facilitate later testimony, including photographs, if deemed advisable.
- (6) The VFMAC President, in consultation with the VFMAC legal counsel and the Director of Campus Security, will determine the possible need for a court injunction.
- (7) If a court injunction is obtained, the demonstrators will be so informed. Those demonstrators who refuse to comply will be warned of the intention to arrest.

Violent, Disruptive Demonstrations

In the event that a violent demonstration in which injury to persons or property occurs or appears imminent, the President and the Director of Campus Security will be notified.

- (1) During Business Hours:
 - a. The Director of Campus Security will contact the Radnor Police Department.
 - b. The Director of Campus Security or his/her designee will arrange for a videographer to report to an advantageous location for photographing the demonstrators.
 - c. The Department of Campus Security will provide an officer with a radio for communication between the VFMAC and Radnor Police Department as needed.

(2) After Business Hours:

- a. The Department of Campus Security should be immediately notified of the disturbance.
- b. The Department of Campus Security will investigate the disruption and notify the Director of Campus Security.
- c. The Director of Campus Security will report the circumstances to the VFMAC

President

- d. The Director of Campus Security or his/her designee will arrange for a videographer to report to an advantageous location for photographing the demonstrators.
- e. The Director of Campus Security will notify key administrators and if appropriate, the administrator responsible for the building or area.
- f. If necessary, the Director of Campus Security will call the Radnor Police Department for assistance.

DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION (SAMPLE LANGUAGE)

“This assembly and the conduct of each participant are disrupting the operations of the VFMAC and is in violation of the rules and regulations of VFMAC. You have previously been called upon to disperse and terminate this demonstration.

“You have been given the opportunity to discuss your grievances in the manner appropriate to the VFMAC administration. In no event will the Administration accede to demands backed by force.

“Accordingly, you are directed to terminate this demonstration. If you have not done so within 15 minutes, I will take whatever measures are necessary to restore order. Any individual who continues to participate in this demonstration may be subject to possible arrest for criminal violations.”

DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION WITH THE ASSISTANCE OF POLICE (SAMPLE LANGUAGE)

“You have previously been directed to terminate this demonstration and you have been put on notice as to the consequences of your failure to do so. Since you have chosen to remain in violation of the rules and regulations of this VFMAC, each of you is hereby placed on interim suspension.

“The Police will now be called to assist the VFMAC by dispersing this assembly. Those who fail to leave immediately will be subject to arrest (for criminal offenses such as Criminal Trespass, Criminal Mischief, Disorderly Conduct, etc.).”

Decisions to be Made

- When or if to call for outside law enforcement assistance
- Who needs to be notified and how
- When or if to cancel classes and other regular business
- When or if to evacuate campus (and who)
- Whether to exercise the Emergency Operations Plan

Decision Makers

The Director of Campus Security in consultation with the President, CFO, Commandants Office, and the Provost will make the above decisions.

Note: The Department of Campus Security reserves the right to call for police assistance without counsel from others if it is deemed to be of paramount importance to the safety of persons involved.

After the situation has been controlled

- If the situation has involved a criminal act or outside authorities were called, the Director of Campus Security or his/her designee will prepare an incident report.
- All key faculty and staff members who participated in the incident will prepare a detailed after-action report containing a synopsis of his/her activities, an overall critique of the response to the occurrence, and any recommendations for change. This report will be submitted to the Director of Campus Security.
- The Director of Campus Security will submit these reports along with the Department of Campus Security incident report to the Chief Financial Officer.

Annex M

INFLUENZA PANDEMIC CONTINUITY-OF-OPERATIONS PLAN

Introduction

An influenza (flu) pandemic is a global outbreak of disease that occurs when a new flu virus appears that can be spread easily from person to person. Because people have not been exposed to this new virus before, they have little or no immunity to the virus; therefore serious illness or death is more likely to result than during seasonal flu.

Three conditions must be met for a pandemic to occur: a new influenza virus subtype emerges; the virus infects humans; and the virus gains efficient and sustainable transmission from human to human. If any future strains of the virus gain sustainable, efficient transmissibility, the public health strategy is to slow the spread because it would be virtually impossible to stop.

Impact on Our Community

Unlike many other catastrophic events, an influenza pandemic will not directly affect the physical infrastructure of an organization. While a pandemic will not damage power lines, banks or computer networks, it will ultimately threaten all critical infrastructures by its impact on an organization's human resources by removing essential personnel from the community for weeks or even months.

The roles and responsibilities of institutions of higher education (IHEs) in the area of continuity planning and protection of personnel are unique for several reasons. Colleges, universities and schools must consider the potential impact of a pandemic on campus and residence hall closure, including contingency plans for cadets who depend on cadet housing and campus food service. IHEs must also address continuity of instruction as part of continuity planning.

Protection of our community members during an influenza pandemic is a good "business practice" that must become part of the fundamental mission of all businesses and IHEs.

High absenteeism will present challenges to campus leadership and delivery of services. Social distancing to discourage close social contact between individuals will include cancelling classes, sporting events, worship services and other social events.

We must work with our partners in public health and other community resources to establish provisions to care for cadets who are not ill enough to require hospitalization but are too ill to take care of themselves and may not be able to go home.

There will likely be a very short window for critical decision making, especially in regard to social distancing measures. Implementing social distancing measures early, before infection enters the community, may be the best strategy for IHEs. The economic and social ramifications of canceling class and social and athletic events are not insignificant.

Reducing the number of cadets remaining on campus by canceling classes and sending cadets home early in the pandemic may be the best strategy given the limited resources schools will have available to support those who remain.

If the decision to close school is delayed to the point that many cadets fall ill, the institution would be expected to provide the resources to care for those cadets throughout the pandemic, which might be an unreasonable expectation given available resources.

Pandemic Planning Committee

The planning committee membership should include representation from executive leadership as well as leaders of key functional units thus establishing the response team.

- President
 - Chief Financial Officer
 - Cadet Health Center
 - VFMAC Physician
 - Campus Security
 - Facilities Plant Operations
 - Housekeeping
 - Provost
 - Commandants Office
 - Dining Services
 - Human Resources
 - Information Technology
 - Communications & Public Relations
 - Cadet Representation / Leadership
- Each member of the planning committee will have defined roles and responsibilities for preparedness, response and recovery.
 - Develop a strategic VFMAC community operational response plan (review and revise existing Emergency Operations Plan).
 - Establish an emergency communication plan and revise regularly.
 - Work with Delaware County Emergency Services as a designated Push Site to gain access to community containment interventions.
 - Ensure that each designated essential service, as indicated by membership in the planning committee, has developed emergency contingency plans applicable to an influenza pandemic.

Cadet Health Center

- Work with state and local public health and other local authorities to identify legal authority, decision makers, trigger points and thresholds to institute community containment measures such as closing (and re-opening) and quarantine.
- Monitor CDC, WHO, and ACHA websites for latest developments and planning recommendations.
- Provide regular updates for the campus community through the communications office regarding avian influenza, recommendations for treatment protocols, appropriate infection control procedures, and status of antiviral and vaccine development.

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- Maintain an adequate supply of nonperishable goods and necessary medications.
- Develop a plan for setting up an infirmary and expanding clinical space, including identification of alternate locations and equipment and supply and staffing needs. Include a contingency plan for managing health care needs in the event of exhaustion of human resources and supplies.
- Identify community resources including transportation for cadets to access.
- Develop a triage and treatment protocol that can be easily adapted once a case definition is established.
- Develop a protocol for monitoring cases residing in on campus apartments/residences.
- Develop a plan for conducting mass immunization clinics.

Shannon Hall

- Provide services via phone and Internet.
- Provide social support and psychological assistance for people in quarantine.

Director of Marketing and Communications

- Identify individuals responsible for communication functions including public, media and government relations.
- Facilitate informational network/reporting system to update cadets, staff, faculty, and parents.
- Provide information to the campus community on: the status of disease on campus; travel advice; self-care; personal preparedness planning; proper hand washing techniques and cough etiquette; federal, state, and local public health resources; and how/when to access services in case of illness.
- Establish and maintain communications with the local public health authorities, emergency preparedness groups, and hospital systems regarding surveillance, case identification and reporting, control measures, and health care provision.
- Create and manage a campus influenza pandemic web site and link with other appropriate web-based resources such as the CDC and WHO.

Commandants Office / TAC Officers

- Maintain accurate emergency contact information on all resident cadets.
- Establish communication protocols with Cadet Health Center for surveillance and reporting illness in the residence halls.
- Formulate and rehearse plans to address anticipated cadet needs ranging from delivery of medication to providing emotional support.
- Identify rooms and buildings that could be used for quarantine, isolation and residence for cadets who cannot go home. Public health officials may suggest utilizing residential space that does not have a centralized ventilation system to avoid spread of aerosolized pathogens. Residential space with self-contained heating and cooling in individual rooms or suites may be more desirable settings in which to isolate or quarantine persons.
- Develop a procedure for closure and evacuation of campus residence halls.
- Develop procedures for notifying and relocating cadets.
- In coordination with Facilities, develop plans for continuation of housekeeping services and stockpiling items such as cleaning and disinfecting supplies, facial tissues and toilet paper, disposable towels.
- Consider how a pandemic may impact foreign cadets residing on campus.

Dining Services

- Develop plans to assure the ongoing provision of food services in the event of a reduction in work force.
- Ensure appropriate type and amount of non-perishable foods have been stockpiled.
- Develop a procedure for delivery of foodstuffs to residential areas, quarantined cadets, and the infirmary as indicated.

Department of Campus Security

- Establish ongoing communication with local police, fire, and emergency response personnel in order to coordinate efforts for managing safety issues.
- Coordinate with DELCO Strategic National Stockpile to receive Bulk Medication Distribution.
- Establish a communication plan with cadet health, counseling services and residence life for reporting calls and transports.
- As necessary, secure buildings, protect stored supplies, and restrict access to campus.
- Participate in training regarding influenza.
- Refer all media matters and inquiries to the Office Communications and Public Relations.

Department of Human Resources

- Coordinate the identification of essential personnel.
- Encourage staff and faculty to update emergency contact information.
- Review vacation/sick leave policies for applicability in a pandemic event. Employees who have been exposed or are suspected of having the illness should not come to work. Therefore, liberal, non-punitive policies should be established in order to ensure compliance with public health recommendations.
- Establish return-to-work guidelines consistent with the case definition.
- Prepare work-at-home guidelines that address telecommuting issues.
- Identify available ITR resources for work-at-home for staff and faculty.

Provost / Dean of Academy Cadets

- Keep faculty informed.
- Disseminate alternative procedures for completing course work (e.g., web-based instruction, lessons, and assignments via mail sources).
- Travel: develop a plan for communicating with and assisting cadets and faculty who may be traveling to or from the United States including possible travel restrictions, trip cancellations and academic credit issues.

Facilities/Plant Operations Department

- Assure the ongoing provision of essential services in the event of a reduction in the work force. Discuss contingency plans in case of fuel, water and energy shortages, including the availability of emergency generators.
- Manage waste disposal and housekeeping protocols to prevent the exposure and spread of the disease.
- Identify on-campus potential isolation areas that do not have re-circulated air and that have private bathrooms.

Finance and Operations

- Discuss the potential financial ramifications of a pandemic.
- Be prepared for rapid procurement and payment for supplies, equipment, and services.
- Ensure the continuation of payroll and accounting operations in the face of high employee absenteeism.

Information Technology

- Assess readiness to meet communication needs in preparation for an influenza pandemic, including regular review, testing, and updating of communications plans that link public health authorities and other key stakeholders.

This policy developed with guidance from FEMA;

ICS-300 Advanced Incident Command System (ICS) for Command and General Staff, Complex Incidents and Multi-Agency Coordination Systems (MACS) for Operational First Responders

ICS- 400: Advanced ICS for Command and General Staff

Managing Critical Incidents for Higher Education Institutions: A Multi-Disciplinary Approach

Attached: Crisis Response Guide(Quick Reference Guide)