



CONCORDIA  
UNIVERSITY  
W I S C O N S I N

# Emergency Operations Plan

# Letter of Promulgation

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Concordia University Wisconsin Ann Arbor (CUWAA) is committed to protecting the welfare of its community members as well as its intellectual property and facilities. For this reason, the University has developed the *Emergency Operations Plan (EOP)* in concordance with the mission, vision, and values of the University. With this plan, the University strives to minimize the impact of emergencies and maximize the effectiveness of the campus community's response to and recovery from their potential occurrence.

We can best prepare to meet the enormous challenges emergencies present by working together. This EOP is a basic guide for employees and students to address a major disaster or emergency that may threaten the health and safety of the campus or seriously disrupt programs and operations of the University.

This EOP is designed to efficiently and effectively coordinate the use of University and community resources to protect life and property during and immediately following a major emergency or disaster on the CUWAA Mequon campus. The EOP will be implemented whenever an emergency impacting the campus cannot be controlled through normal channels and procedures.

While every employee at CUWAA shares responsibility for emergency preparedness, the EOP identifies specific departments and individuals directly responsible for campus emergency management and support of critical services and systems. It provides a leadership structure for coordinating and deploying essential resources in the event of a disaster or emergency.

Every member of the CUWAA community should understand his or her role in emergency situations. Please review this manual so you can support your colleagues and protect our students, faculty, staff, and visitors should an emergency arise.

Thank you,

\_\_\_\_\_  
Dr. Erik Ankerberg, President  
Concordia University Wisconsin

Date: \_\_\_\_\_

# Introduction

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## General

The Wisconsin campus of Concordia University Wisconsin (CUW) & Ann Arbor is located in Mequon, Wisconsin (population 24,385) at the intersection of Highland Road and N. Lake Shore Drive. CUW's main campus is situated on 200 acres on the shores of Lake Michigan. The CUW campus is home to 25 buildings including 8 residence halls. CUW is a diverse community of more than 5,000 students including approximately 1,200 students living in campus housing and nearly 600 faculty and staff.

CUW is committed to providing a safe environment for its community to live, learn, work, and grow together. A comprehensive program of emergency management has been undertaken to build, sustain, and improve CUW's capability to cope with hazardous events that pose, or have the potential to pose, a threat to campus inhabitants, infrastructure, and systems.

## Purpose

The CUW Emergency Operations Plan (EOP also referred to as the plan) outlines CUW's approach to emergency operations, providing a flexible framework within which CUW staff, external agencies, and other organizations will work together to mitigate against, prepare for, respond to, and recover from emergencies. It broadly defines the policies, organizational arrangements, and tasks that CUW will use to respond to emergency situations.

The EOP provides strategic direction to emergency responses by outlining the common tasks that departments, agencies, and organizations will carry out during emergency operations. Accompanying standard operating procedures developed subsequent to the CUW EOP describe how the tasks described in it will be accomplished.

## Objective

CUW's primary objectives during an emergency/disaster are to

- Protect and save lives
- Protect property and critical infrastructure
- Maintain or restore normal operations

## Scope

The Plan addresses emergencies that may affect the CUW campus in Mequon, Wisconsin. Nothing in the EOP shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the EOP. In addition, in the case of extraordinary, widespread or catastrophic events, the EOP and organization shall be subordinate to the applicable city, state, or federal authorities having legal or assigned responsibility for the type of emergency incident occurring.

## Plan Review

The EOP is to be considered a living document subject to interim revisions and updates based on internal assessments, third party reviews, lessons learned from exercises or actual incidents, and new laws, regulations, or policies, or other changes deemed significant. An annual review of the EOP will be coordinated by the CUW Campus Safety Office. Changes, updates, and revisions to the EOP are subject to the approval of the President of the University and the CUW Campus Safety Office will distribute Plan updates accordingly. A record of changes can be found in **Appendix H: Record of Changes**.

## Distribution

The CUW Campus Safety Office is responsible for distributing the EOP. In general, hard copies of the EOP will be provided to the individuals, departments, agencies, and organizations tasked in this document. A distribution list can be found in **Appendix A: Distribution**. Additionally, a redacted version of the Plan will be made available for download in the Campus Safety folder on the Resources page of the CUW Portal.

## Authority to Implement

The EOP is promulgated under the authority of the President of Concordia University Wisconsin & Ann Arbor. Only the President or designee is authorized to declare a state of emergency at the University. When activated, this plan will be implemented under the direction of the Incident Commander (IC). The IC will be responsible for coordinating all decisions, resource allocation, emergency response, and recovery actions during and following any emergency event or disaster. The plan shall be subsequently deactivated by the President or designee when all phases of managing the emergency or disaster have concluded.

## Disclaimer

For situations involving imminent threat of death, serious bodily injury, or significant property damage, and notwithstanding any other provision of this EOP, the Director of Campus Safety or designee is authorized to take such action(s) as he/she deems appropriate to respond to, eliminate and/or mitigate any emergency event in which circumstances indicate that an imminent threat of death, serious bodily injury, and/or significant damage to property is likely to occur absent immediate response. This includes, but is not limited to, deploying institutional or other resources, activation of established mutual aid agreements and protocols, and immediate mass notification as may be deemed necessary and appropriate. The Director of Campus Safety or designee will notify the Incident Commander as soon as he/she is reasonably able to do so.

## Training and Education

All University staff with a role in emergency response and recovery are required to participate in and complete training in various courses. These personnel shall successfully complete the Federal Emergency Management Agency (FEMA) ICS-100.c: Introduction to the Incident Command Systems, ,

ICS-200: Incident Command System for Initial Response and ICS-700.b: An Introduction to the [National Incident Management System courses](#) all of which are available online.

Various campus departments and organizations, including the CUW Campus Safety Office, utilize outreach programs to train and educate all members of the campus community, providing them with the knowledge needed to respond appropriately to various types of hazards. Additionally, the CUW Campus Safety Office is responsible for annually publicizing emergency response and evacuation procedures to the campus community in the Annual Security Report.

## Exercises and Drills

CUW will conduct exercises, which may include table-top, functional, and/or full-scale exercises, at least once annually to test the efficacy of emergency response and continuity procedures. Exercises conducted may or may not be announced to the campus community prior to deployment. Each exercise will be documented, including at a minimum, a description of the exercise, the date and time, whether it was announced or unannounced, employees or departments involved, and lessons learned.

## Post Incident Review

Following the conclusion of any exercise or emergency for which the campus Threat Level was raised to 'Yellow' or 'Red', a post incident review will be conducted to identify strengths and deficiencies in the response. The review will be facilitated by the CUWAA Executive Vice President or Vice President for Student Success and will include both written and verbal input from all participants involved in the exercise or emergency. An improvement plan will be developed based on the deficiencies identified, and an individual, department, or agency will be assigned responsibility for correcting the deficiency by the determined due date.

# Authority

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## General

The authority for this EOP is derived from a variety of sources, including Federal guidelines as well as various University policies. The following list presents the core statutes, ordinances, and policies which guide emergency planning at CUW.

## Federal

- Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. § 5121, et seq.
- Emergency Planning and Community Right-To-Know Act, 42 U.S.C. §11001, et seq.
- Emergency Management and Assistance, 44 CFR §§ 1.1-362
- Hazardous Waste Operations & Emergency Response, 29 CFR §1910.120
- Homeland Security Presidential Directive 5 (Management of Domestic Incidents)
- Homeland Security Presidential Directive 3 (Homeland Security Advisory System)
- Homeland Security Presidential Directive 8 (National Preparedness)
- National Incident Management System
- National Response Framework
- National Strategy for Homeland Security, July 2002
- Higher Education Opportunity Act, 34 CFR 668.46
- Occupational Safety and Health Administration 29 CFR 1910.38

## Definitions

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**Active Assailant(s):** An active assailant(s) is considered a suspect(s) whose activity is immediately causing serious injury or death and has not been contained. This can include, but is not limited to, acts of terrorism, workplace violence and/or hate crimes.

**Area of Rescue Assistance (ARA):** An area which has direct access to an exit, where people who are unable to use stairs may remain temporarily in safety to wait further instructions or assistance during an emergency evacuation.

**Bomb Threat:** A bomb threat is communication through the use of mail, email, telephone or other means of communication threatening to detonate an explosive or incendiary device to cause property damage, death or injuries whether or not such a device actually exists.

**Community Health Crisis:** A health crisis is defined as any health condition affecting the community at large, or where the cause of an individual illness puts the community's health at risk. Illnesses that are considered community health emergencies generally are of an infectious nature. This includes food-borne illnesses, community illnesses and/or water-borne diseases or a pandemic flu outbreak. They generally are of outbreak (three or more cases caused by the same organism) or epidemic proportion and often impact a university activity such as Residence Life and Housing or Dining Services. Every attempt is made to diagnose the condition early, localize the source, stop the spread and in a controlled way, warn the at-risk population about illness prevention.

**Contact Tracing:** The process of identification of persons who may have come in contact with an infected person and subsequent collection of further information about these contacts.

**Emergency:** A situation arising with or without warning, causing or threatening death, injury or disruption to normal life for numbers of people in excess of those which can be dealt with under normal conditions, and which requires special mobilization and organization of those forces.

**Emergency Operations Center (EOC):** A central facility from which key officials can gather information, make decisions, and direct and coordinate response and recovery efforts.

**Emergency Planning Committee: (EPC)** A group of representatives who regularly meet to coordinate and provide recommendations regarding emergency management policies and procedures.

**Emergency Operation Plan (EOP):** Multi-hazard functional plan that treats emergency management activities generally, with the unique aspects of individual disasters contained in hazard-specific annexes. It describes the emergency organization and the means of coordination with other entities. It assigns functional responsibilities and details tasks to be carried out as accurately as permitted by the situation.

**Critical Incident Leadership Team:** The Critical Incident Leadership Team consists of senior staff and their designees who are responsible for declaring and categorizing emergencies and making major decisions regarding the implementation of the Emergency Operations Plan. The Critical Incident Leadership Team has the authority to, and is responsible for, identifying, addressing and ensuring emergency preparedness and response protocols to support the instructional, research, academic, business continuity, non-academic support services and communication needs of the university community including, but not limited to, prospective students/families, current students/families, employees, guests, alumni, members of the board of regents and community members.

**Hazardous Materials:** Substances or materials which, because of their chemical, physical or biological nature, pose a potential risk to life, health or property if they are released. Explosive substances, flammable or combustible substances, poison and radioactive materials are all classified as hazardous materials.

**Incident Commanders (IC):** The highest authority in the EOC during times of operation. Is responsible to provide clear direction in organizing and maintaining the response effort. Some key qualities include the ability to maintain a level head in a tense situation, lead a team, manage expectations, demonstrate control, take in information, carefully listen, act promptly and communicate decisions.

**Incident Command Staff (ICS):** The ICS is staffed with leadership from various administrative units on campus. It conducts operations from within the Emergency Operations Center. Members represent the emergency functions that will need to be accomplished during an emergency.

**Lockdown:** A measure in response to a threat directly to the university or in the surrounding community. In a lockdown:

- All university activities are moved indoors
- Interior and exterior doors should be locked
- No one is allowed to enter or exit the building
- All persons report to the nearest safe space
- Doors to every room and office are closed and locked
- Persons should move to interior walls and away from windows and doors
- Window shades should be shut and lights turned off
- Silence phones and remain quiet

In a crisis, the campus community may receive a RAVE Alert message that indicates a lockdown.

**Lockout:** A lockout recovers all persons from outside the building, secures the building perimeter and locks all outside doors. This would be implemented when there is a threat or hazard outside of the building. Criminal activity and dangerous events in the community are examples that would require a lockout response. While the lockout response encourages greater situational awareness, it allows for educational practices to continue with little interruption or distraction. In a crisis, the campus community may receive a Rave Alert message that indicates a lockout.

**Logistics Team:** The Logistics Team consists of key university personnel responsible for assessing and responding to short and long term university needs resulting from emergencies.

**Missing Person:** If the person's absence is contrary to their usual pattern of behavior and/or unusual circumstances may have caused the absence. Such circumstances could include, but not be limited to, a report or suspicion that the missing person may be the victim of foul play, has expressed suicidal thoughts, where there are concerns for drug or alcohol use, is in a life-threatening situation and/or has been with persons who may endanger their welfare.

**Shelter in Place:** Selecting an interior room or rooms within your facility, or ones with no or few windows, and taking refuge there. In a crisis, the campus community may receive a Rave Alert message that indicates to shelter in place.

## Weather Definitions

**Blizzard Warning:** Has sustained winds or frequent gusts of 35 miles per hour or greater, considerable falling, and/or blowing snow reducing visibility frequently to 1/4 mile or less for a period of three hours or more.

**Blizzard Watch:** Has sustained winds or frequent gusts of 35 miles per hour or greater, considerable falling, and/or blowing snow reducing visibility frequently to 1/4 mile or less for a period of three hours or more are possible generally within the next 48 hours.

**Freezing Drizzle Advisory:** Predicts drizzle causing light accumulations of ice is imminent or occurring. A trace to 1/4 inch of expected freezing drizzle is needed in any county warning area to prompt a freezing rain advisory.

**Freezing Rain Advisory:** Predicts light to moderate ice accumulations are imminent. A trace to 1/4 inch of expected freezing rain is needed in any county warning area to prompt a freezing rain advisory.

**Ice Storm Warning:** Predicts heavy ice accumulations are imminent, and the criteria for amounts vary over different county warning areas. Accumulations range from 1/4 to 1/2 inch or more of freezing rain.

**Tornado or Severe Thunderstorm Watch:** Means conditions are right for a tornado or severe thunderstorm to develop. Continue with normal activities, but continue to monitor the situation.

**Tornado or Severe Thunderstorm Warning:** Means radar or weather spotters have identified a tornado or severe thunderstorm. Local off campus emergency sirens will continually sound if there is danger in the immediate area.

**Wind Chill Advisory:** Calls for dangerous wind chills making it feel very cold are imminent or occurring; the criteria varies significantly over different county warning areas.

**Wind Chill Warning:** Calls for extreme wind chills that are life-threatening are imminent or occurring; the criteria varies significantly over different county warning areas.

**Wind Chill Watch:** Predicts extreme wind chills that are life-threatening are possible; the criteria varies significantly over different county warning areas.

**Winter Storm Warning:** Has hazardous winter weather conditions that pose a threat to life and/or property are occurring, imminent, or highly likely. The generic term, winter storm warning, is used for a combination of two or more of the following winter weather events; heavy snow, freezing rain, sleet, and strong winds.

**Winter Storm Watch:** Has hazardous winter weather conditions including significant accumulations of snow and/or freezing rain and/or sleet are possible generally within 48 hours. These watches are issued by the National Weather Service Forecast Office.

**Winter Weather Advisory:** Hazardous winter weather conditions are occurring, imminent, or likely. Conditions will cause a significant inconvenience and if caution is not exercised, may result in a potential threat to life and/or property. The generic term, winter weather advisory is used for a combination of two or more of the following events: snow, freezing rain or freezing drizzle, sleet and blowing snow.

# Situation Statement

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## General

A hazard is categorized as an accident, emergency, incident, or disaster and by its nature, involves something that could potentially be harmful to a person's life, health, property, or the environment. These events necessitate responsive actions be taken to save lives, protect property, and maintain or restore normal operations.

Because of its geographic location, population concentration, and other risk factors, CUW is exposed to many hazards, all of which have the potential for causing casualties, damaging or destroying buildings and other critical infrastructure, and disrupting the operations at the University. These hazards can be expected to have varying impacts on public health and safety as well as property.

## Hazard Summary

CUW is prone to severe weather, such as tornadoes, hail, flash flooding, and winter storms. CUW may be exposed to a number of technological and man-made threats, such as hazardous material spills due to its proximity to Interstate Highway 43 and the Union Pacific railroad tracks as well as disruptions to utilities and information technology. Other hazards include communicable disease and criminal activity.

# Planning Assumptions

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## General

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the potential worst-case conditions.

The following assumptions provide the basis for emergency planning at CUW.

## Assumptions

- All emergencies are unique occurrences.
- Critical lifeline utilities and services may be interrupted, including water, sewage, electrical power, natural gas, telephone communications, microwave and repeater-based radio systems, cellular telephones, and information systems.
- People may be injured, killed, or displaced on and off campus.
- Major roads, overpasses, bridges, and local streets may be damaged.
- Conditions may be unsafe to travel off campus, and people may become stranded at the University.
- Students living on campus will continue to require food, water, shelter, guidance, and security.
- Emergency conditions that affect campus may affect the surrounding community, including the City of Mequon and Ozaukee County.
- Regional and local services, including those provided by the City of Mequon may not be available.
- Normal suppliers may not be able to deliver materials or services.
- Various departments may provide limited services or be asked to expand the services they provide and/or perform functions that they do not ordinarily perform.
- Due to the unique demands of a given emergency, any Employee's presence may be required on campus at any time. As such, mission essential employees may be given little notice to report to work.
- The University may or may not receive outside assistance to assess damage and will need to conduct its own situation analysis and deployment of on-site resources through the Incident Command Staff (ICS) to manage the emergency.
- Communication and exchange of information will be one of the highest priority operations for the campus Incident Command Staff (ICS).

# Actions by Phase of Emergency Management

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## General

Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. The standard practice is to view emergency management activities in terms of four phases: preparedness, response, recovery, and mitigation. This plan addresses the activities that CUW will undertake during all four phases of emergency management.

## Preparedness

Preparedness activities are the actions taken in advance of an emergency to ensure effective response and recovery. The preparedness activities included in CUW's emergency management program include:

- Emergency planning, including maintaining this plan
- Conducting or arranging appropriate training for emergency response personnel and other appropriate CUW staff
- Identifying and acquiring emergency equipment and facilities
- Conducting periodic drills and exercises to test our plans and training
- Performing post-incident review of operations following any exercise or emergency

## Response

Response refers to those actions taken immediately before and during an emergency to save lives and protect property. Response activities include warning the campus, emergency medical services, firefighting, law enforcement operations, evacuation, shelter and mass care, emergency public information, search and rescue, as well as other possible associated functions.

## Recovery

Recovery refers to the actions and implementation of programs needed to help individuals and the campus community return to normal operations. Recovery involves both short-term and long-term efforts. Short-term operations seek to restore vital services such as water, sewer systems, electrical power, clearing roads to the campus and provide for the basic needs of the community. Long-term recovery focuses on restoring the campus to its normal operating state. Examples of long-term recovery programs include temporary housing, restoration of University services, debris removal, restoration of utilities, mental health services and grief counseling, and reconstruction of damaged roads and facilities.

## Mitigation

Hazard mitigation is sustained action taken to reduce or eliminate the risk to human life and property from hazards. Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the

situation. Mitigation planning involves identifying hazards and risk, assessing the level of risk the community is willing to live with, and determining and implementing protective actions to reduce or eliminate risk the community is not willing to deal with. Typically, these actions are summarized in a **Hazard Mitigation Action Plan** which guides mitigation projects and future development within the community.

# Threat Levels

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## General

CUW classifies emergencies using a three-level system, according to an increasing threat to safety, facilities and infrastructure, and operations on campus. The Threat Level will be determined by the CUW Director of Campus Safety in consultation with the Incident Commander and/or CUW Incident Command Staff (ICS) with consideration as to whether the situation requires a high level of coordination to save lives, protect facilities and critical infrastructure, and/or maintain/resume normal operations. Levels can be distinguished by the level of coordination between and among campus departments and external organizations and agencies that is required to effectively manage the event. During response activities, the Threat Level may be adjusted as needed.

*Note that on-scene emergency response activities will occur regardless of whether the threat level is changed to 'Yellow' or 'Red'.*

## Green

On a daily basis, the campus Threat Level is at 'Green'. Minor incidents may occur but response services (e.g. Campus Safety, Maintenance, etc.) are able to deal with them without activation of the ICS. Incidents may result in minor injury to members of the campus community and minor damage to University facilities, and will likely affect only a localized segment of campus. Examples may include a power outage, localized flooding of a building or a missing student. Possible actions include:

- Response agency or appropriate department manages incident
- Various elements of CUW community may become involved as necessary
- CUW personnel will continue to monitor for changing conditions

## Yellow

Level 'Yellow' emergencies are those in which emergency conditions may be present, and some level of coordination is necessary to effectively manage the event. The emergency may result in injury to members of the campus community and/or minor to major damage to University facilities. A level 'Yellow' emergency may affect one or more areas of the University campus. Examples may include significant flooding on campus, confirmed spread of communicable disease on campus, building fire or a shelter operation on campus. Possible actions include:

- Immediate notification sent
- Situation reports developed by the Incident Command Staff and provided to the Critical Incident Leadership Team daily or as needed
- University resources made available as necessary to manage incident
- University activities may continue to the extent that they do not conflict with response operations
- Request made for external assistance from local, state, and/or federal authorities

## Red

Level 'Red' emergencies are those in which major emergency conditions are present. A high level of coordination is required to effectively manage the event. A level 'Red' emergency may result in mass casualties, major damage to several University facilities and infrastructure, and significant disruptions to normal campus operations. The incident will likely not be localized to a single area and may affect the entire University. Examples may include tornadic activity on campus, an active assailant situation, or major hazardous materials spill on or near campus. Possible actions include:

- Immediate notification sent
- All ICS members report to Emergency Operations Center Situation reports developed by the ICS and provided to the CILT daily or as needed
- Resources of University made available to respond to the situation
- Postponement or cancellation of CUW classes, programs, and/or activities
- Request made for external assistance from local, state, and/or federal authorities

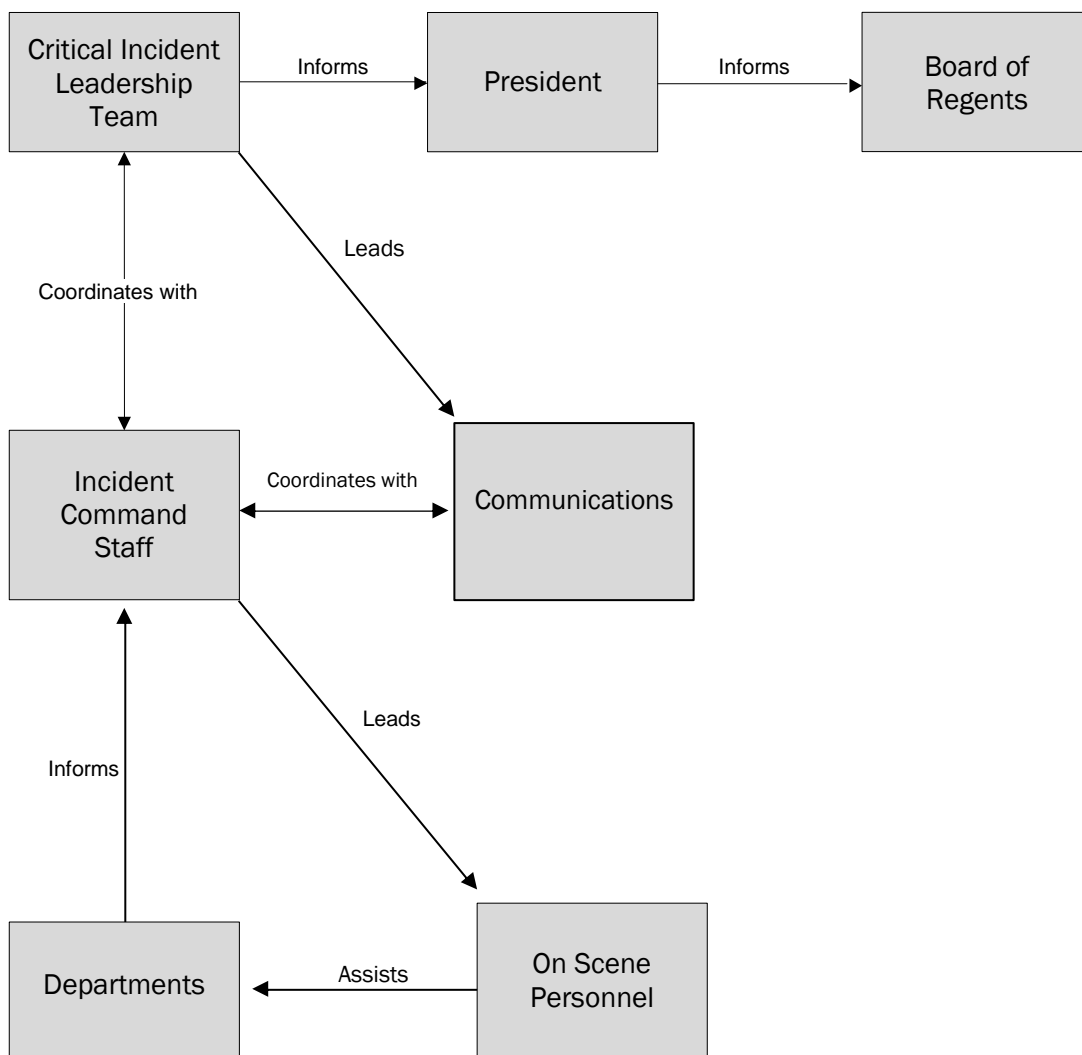
# Emergency Organization

## General

To ensure efficient and effective response to and recovery from emergencies, CUW builds on existing organizational structures by further defining the roles, responsibilities, and reporting relationships that the University will utilize during emergencies.

The emergency organization at CUW is portrayed in Figure 1 Emergency Organization.

**Figure 1 Emergency Organization**



## Critical Incident Leadership Team

The Critical Incident Leadership Team provides strategic direction for CUW and communicates with the Incident Commander. The Critical Incident Leadership Team is composed of the following University personnel.

- CUWAA President
- Executive Vice President & Vice President of Innovation
- Vice President for Academics
- Vice President for Enrollment
- Vice President for Finance
- Vice President for Student Success
- Assistant Vice President of Marketing & Communications
- Director of Communications
- Director of Campus Safety
- Assistant Director of Campus Safety

## Incident Commander (IC)

The IC is a designee of the President. He/she communicates directly with the Critical Incident Leadership Team during an emergency. The IC also communicates with the Incident Command Staff (ICS) and provides leadership and communication to the ICS. During the initial phase of the emergency, the Vice President of the department that receives the initial report will assume the role of Incident Commander until the Critical Incident Leadership Team is assembled and Incident Command is transferred.

### Preparedness phase responsibilities:

- Leads the Incident Command Staff
- Provides guidance to the emergency management program

### Response and recovery phase responsibilities:

- Determines when to raise and lower the campus Threat Level
- Directs University-wide response and recovery activities
- Has decision making authority, regarding the allocation of campus resources during an emergency, through authority delegated by the President
- Provides recommendations to the Critical Incident Leadership Team regarding measures such as class suspension and/or University closure
- Provides additional information to Marketing/Communications for media release preparation
- Develops an Incident Action Plan

## Incident Command Staff (ICS)

The ICS is led by the IC and staffed by leadership from various administrative units on campus. It conducts operations from within an Emergency Operations Center. Team members represent the emergency functions that will need to be accomplished during an emergency. Individuals may join the team as needed during an incident for specific purposes (e.g. temporarily re-assigning space to ensure the continuity of classes in a building that has been disrupted by a fire). Refer to [Appendix C](#) for current contact information of ICS members (this appendix should be reviewed and updated prior to each semester). The ICS organizational structure will be detailed in ICS Form 207 (Incident Organization Chart v3), see [Appendix B](#). It will generally include representation from the following divisions, departments, and units:

- Campus Safety
- Maintenance
- Information Technology
- Communications
- Finance
- Student Success
- Academic Operations

### Preparedness phase responsibilities:

- Receives training to enable the successful completion of responsibilities
- Participates in emergency exercises

### Response and recovery phase responsibilities:

- Supports on scene personnel through allocation of campus resources, documentation of the incident, and maintenance of situational awareness
- Coordinates with other regional emergency operation centers, including the City of Mequon
- Prepares public information to be disseminated to internal and external stakeholders
- Sends immediate notification to campus community in coordination with Incident Commander
- Coordinates with external stakeholders and partner agencies

## Campus Health & Safety Groups

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### General

In addition to the emergency organization described in previous pages, CUW utilizes a number of groups to support campus safety efforts. The committees and teams described below serve unique purposes and each represents a wide scope of the campus community.

### Emergency Planning Committee (EPC)

The Emergency Planning Committee is charged with reviewing and evaluating emergency planning documents, including the CUW Emergency Operations Plan and the Emergency Communications Plan. The committee helps shape emergency planning efforts by providing feedback on initiatives undertaken by Incident Command Staff. The committee recommends planning documents to the President for approval. The EPC will meet biannually to review and update the EOP. The Emergency planning Committee is comprised of the following members

- Executive Vice President
- Vice President for Student Success
- Assistant Vice President of Marketing & Communications
- Director of Campus Safety
- Assistant Director of Campus Safety

### Good Samaritan Team

The Good Samaritan Team (GST) was formed to address student mental health issues at CUW. This collaborative and interdisciplinary team provides a means of identifying, intervening, and responding to students whose behavior poses a risk to themselves or others. The GST members assess the student's situation from a broad range of perspectives and create a plan of care for the student. The plan of care is an individualized arrangement that involves connecting the student with resources on- and/or off-campus. The student is typically monitored until a pattern of wellness is established. An additional focus is on educating the campus community to recognize at-risk students and to take appropriate actions in response. The GST meets on a weekly basis throughout the fall and spring semesters.

### Weather Review Team

The Weather Review Team is the decision-making body for determining the status of academic and campus events during weather conditions that, while not meeting the threshold of an emergency, may impede the University's ability to facilitate scheduled activities.

# Plan Activation

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## General

In most cases, the CUW Campus Safety serves as the initial point of contact for reporting emergency situations and as the central point of communication during the response and resolution of an emergency. All reports of emergencies affecting the CUW campus that are received by Ozaukee County Sheriff's Office Dispatch Center immediately relayed to CUWCS. In some cases, reports of non-security related emergencies may initially be received by other departments, such as outbreaks of contagious diseases, utility outages, and severe weather events.

Plan activation is described in **Figure 2 Plan Activation**.

## Activation Process

When CUWCS or other CUW departments receive an initial report of an event that is imminent or occurring on or near campus which threatens life, critical infrastructure, and/or normal campus operations, Campus Safety should be immediately notified, Campus Safety will advise the Executive Vice President and/or the Vice President for Student Success of the event. Campus Safety may then:

- Send immediate notification to the community
- Activate the ICS
- Notify the President
- Notify other appropriate departments of the situation

If a decision is made for the campus Threat Level to remain at 'Green', affected CUW departments and Campus Safety will continue to monitor the situation for developments which may require an escalation to level 'Yellow' or 'Red'.

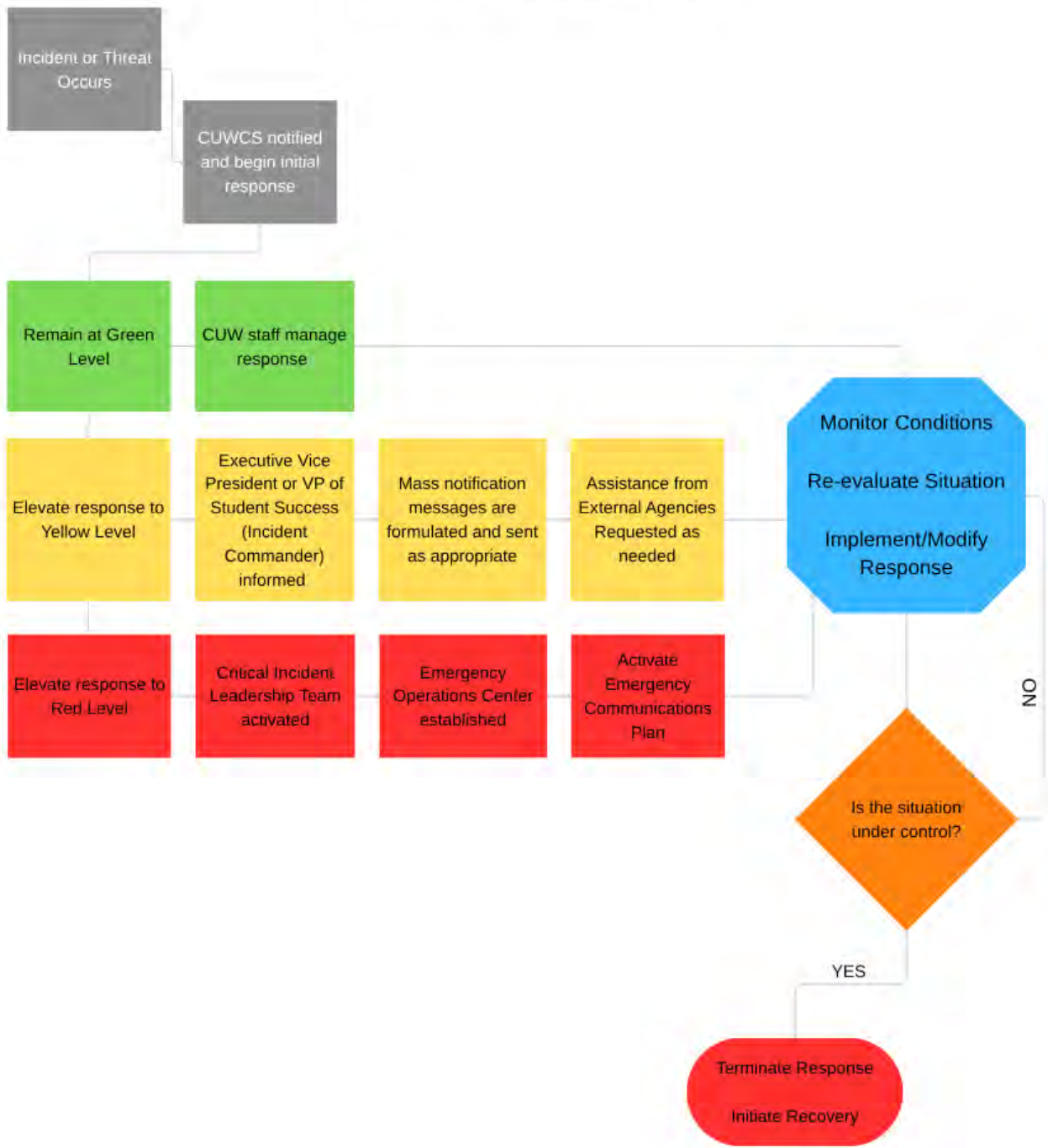
## Deactivation

When the IC determines that a high level of coordination is no longer needed, the campus Threat Level will return to 'Green', ICS members may return to normal status, and the Emergency Operations Center will be shut down and the location returned to normal daily operating status.

Note, however, that while the on-scene incident command operation is normally deactivated once the need for response has ended, continued activation of the ICS may be necessary to coordinate recovery activities. In recovery, the ICS may compile damage assessments, assess long term needs, manage donations, monitor the restoration of utilities, oversee access to damaged areas, and other tasks.

Figure 2 Plan Activation

# EMERGENCY OPERATIONS PLAN ACTIVATION



## Local, State, and Federal Assistance

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### General

Some emergencies may be of such an extent that CUW's own resources are inadequate to meet the demands of response and recovery activities. In such situations, CUW will request emergency assistance from outside jurisdictions, agencies, and organizations.

All external assistance furnished to the University is intended to supplement University resources and not substitute for such resources, which include mutual aid resources, equipment purchases or leases, or resources covered by emergency service contracts.

Channels for requesting emergency assistance are portrayed in **Figure 3 Emergency Assistance**.

### Local Assistance

Requests for resources from the Incident Commander will be routed to the CUW Emergency Operations Center, the City of Mequon, or Ozaukee County, depending on the situation. These groups will generally work together to resolve resource requests. CUW must request assistance from the City and the County before requesting aid from the State. The Ozaukee County Emergency Management Office will facilitate the process of requesting aid from neighboring jurisdictions.

### State Assistance

Requests for State assistance will be made to the Ozaukee County Emergency Management Director (OCEM). State emergency assistance to local governments begins at the Director level, and the key person to validate a request for, obtain, and provide that state assistance and support is the OCEM Director. The OCEM Director has the authority to utilize all state resources within the County to respond to a request for assistance, with the exception of the National Guard. Use of National Guard resources requires the approval of the Governor. The Ozaukee County Emergency Management staff will forward requests for assistance that cannot be satisfied within the County to the State Operations Center.

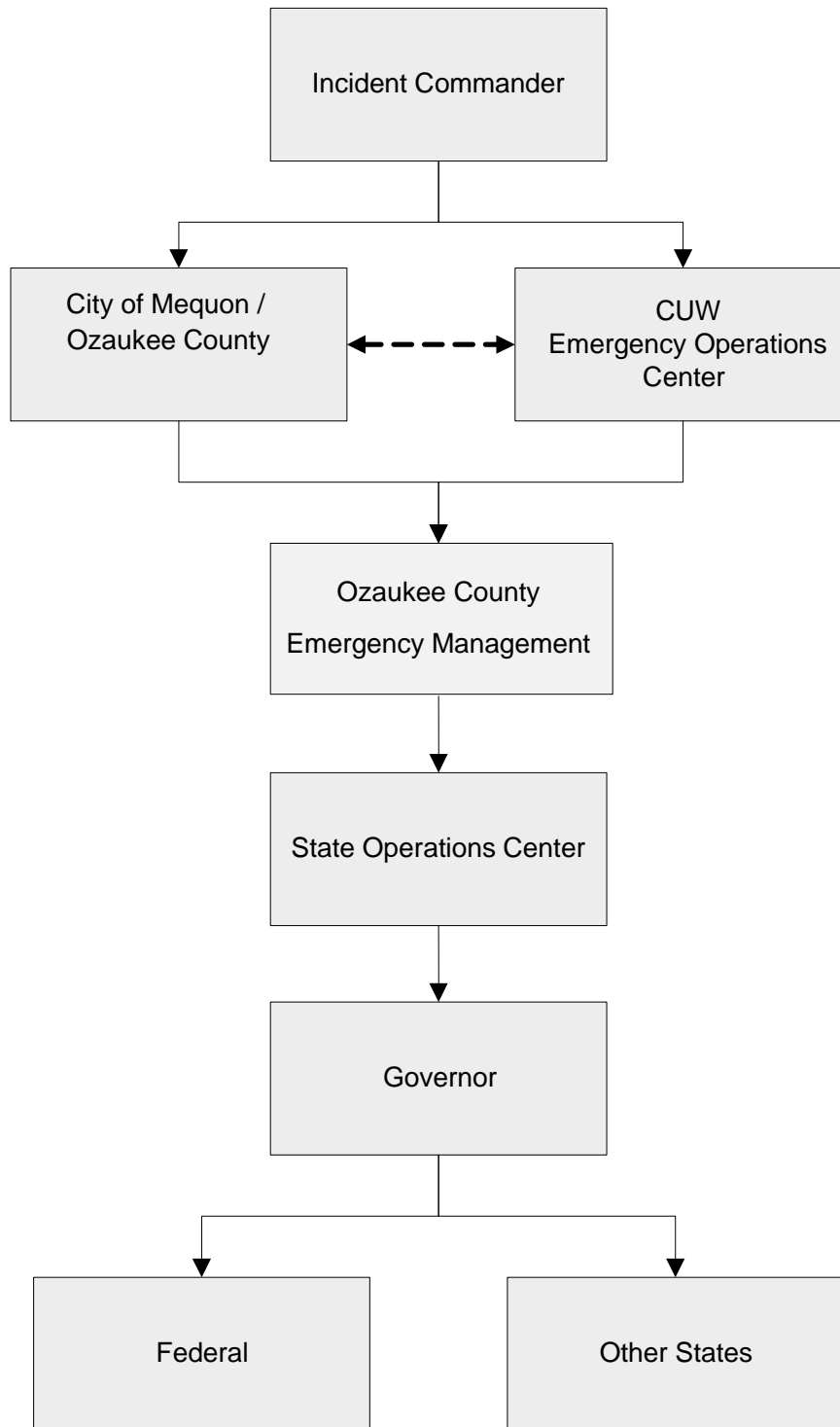
### Federal Assistance

If resources required to control an emergency situation are not available within the State, the Governor may request assistance from other states pursuant to a number of interstate compacts or from the federal government through the Federal Emergency Management Agency (FEMA).

For major emergencies and disasters for which a Presidential declaration has been issued, federal agencies may be mobilized to assist and provide aid to states and local governments. The *National Response Framework* describes the policies, planning assumptions, concept of operations, and responsibilities of designated federal agencies for various response and recovery functions.

FEMA has the primary responsibility for coordinating federal disaster assistance. No direct federal disaster assistance is authorized prior to a Presidential emergency or disaster declaration, but FEMA has limited authority to stage initial response resources near the disaster site and activate command and control structures prior to a declaration. The Department of Defense has the authority to commit its resources to save lives prior to an emergency or disaster declaration.

Figure 3 Emergency Assistance



## Administrative Policies

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### General

The following sets forth general policies to ensure effective responses, timely resumption of campus operations, and efficient reimbursement of allowable expenses from state and federal authorities.

### Reporting Requirements

#### Hazardous Materials Spill Report

If CUW is responsible for a release of hazardous materials of a type or quantity that must be reported to state and federal agencies, the department or agency responsible for the spill shall make the required report in coordination with Maintenance. Departmental plans, policies, and procedures should specify the procedures for producing such reports. If the party responsible for a reportable spill cannot be located, the CUW Environmental Health and Safety Officer will ensure that the required report(s) are made.

#### Emergency Report

If an on-going incident appears likely to worsen and it is anticipated that the University will require assistance from neighboring jurisdictions and/or the state, the ICS will contact the Ozaukee County Emergency Management Director.

#### Communicable Disease Report

As required by Wisconsin law, the University shall report to the authority having jurisdiction, any confirmed or suspected cases of communicable diseases to the Washington Ozaukee Public Health Department and the State of Wisconsin Electronic Disease Surveillance System.

#### Situation Report

During any occurrence for which the campus Threat Level is raised to 'Yellow' or 'Red', an initial Situation Report (SITREP) should be prepared by the Incident Commander (IC) and distributed to the Critical Incident Leadership Team and other members of the campus leadership as deemed appropriate. Subsequent reports will be prepared and disseminated as needed. The SITREP should specifically state what is happening, what has been done, what needs to be done and what decisions need to be made and by whom.

### Agreements and Contracts

Should University resources prove to be inadequate during an emergency, requests will be made for assistance from neighboring jurisdictions, agencies, and private industry in accordance with existing mutual-aid agreements, contracts, or agreements. Such assistance may include equipment, personnel, services, or supplies.

When developing agreements and contracts, the following guidelines should be adhered to:

- All agreements should be in writing
- Agreements and contracts should identify the university officials authorized to request assistance pursuant to those documents

## Funding for Emergency Response

During the preparedness phase, the CUWCS will coordinate with appropriate campus entities to acquire resources for preventing emergencies, such as security equipment, and resources for responding to emergencies, such as communications equipment.

During the response to and recovery from an emergency, university departments and offices are expected, to the extent possible given the unique circumstances of a given emergency, to continue providing services and are responsible for the associated costs of doing so.

Resource needs for response and recovery activities that a department cannot meet on its own should be directed to the Critical Incident Leadership team through the Incident Commander. The Critical Incident Leadership Team will determine available funding for making additional emergency expenditures.

## Record Keeping

Each department or office impacted by the emergency is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This shall be done in accordance with established University fiscal policies and standard cost accounting procedures.

## Activity Logs

The IC and the ICS will maintain accurate logs recording key response activities on ICS Form 214-Activity Log. Activities that should be included in these logs include:

- Activation or deactivation of emergency facilities
- Emergency notifications to other local governments and to state and federal agencies
- Significant changes in the emergency situation
- Major commitments of resources or requests for additional resources from external sources
- Issuance of protective action recommendations to the campus community and public
- Number of injuries and/or casualties
- Containment or termination of the incident

## Emergency Costs

University departments and offices participating in the emergency response shall maintain detailed records of costs for emergency operations to include:

- Personnel (including overtime costs)
- Equipment operations
- Leased or rented equipment
- Contract services to support emergency operations

- Specialized supplies expended for emergency operations

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting financial assistance for allowable response and recovery costs from the state and/or federal government.

## Preservation of Records

In order to continue normal University operations following an emergency, vital records must be protected.

## Annex A: Emergency Functions

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### General

During most emergencies, certain functions will need to be carried out to support the University's response. Emergency functions will be carried out using a team approach. This section outlines some of the general responsibilities of departments and external agencies for the completion of emergency functions.

This plan is based upon the concept that the emergency functions that must be performed by CUW departments generally parallel some of their normal day-to-day functions. To the extent possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations.

Units that have been assigned responsibility for performing an emergency function must develop or participate in the development of any plans, policies, and procedures necessary to support the completion of the stated capability. Any plans, policies, or procedures that are produced will be held, maintained, and updated by the responsible department.

### Format

The pages that follow are descriptions of the emergency functions that CUW will perform during emergency response. The key terms used in each function are defined as follows:

**General-** defines the function and describes assumptions about the operational capabilities of involved departments.

**Coordinating Departments/Agencies-** describes the primary CUW departments and external agencies that are involved in carrying out the function.

**Tasks-** describes the primary chores to be carried out by coordinating departments and agencies.

**Supporting Plans, Policies, and Procedures-** lists the documents that CUW utilizes to implement the tasks that will be carried out.

# Emergency Communications

## General

Various types of communications links will be relied upon to transmit data and other forms of information during an emergency. However, emergencies may render these links unavailable for a period of time. If this occurs, it will become necessary to temporarily use other forms of communication and simultaneously coordinate efforts to restore the links.

In the event of a failure of CUW's communication systems, IT may collaborate with external parties to determine if a third-party system is available and configurable to work within CUW's existing communications infrastructure.

## Coordinating Departments/Agencies

Information Technology  
CUW Campus Safety

## Tasks

- Establish and maintain communication links with area response organizations during an event
- Identify the communications systems available within the local area and determine the connectivity of those systems
- Develop plans and procedures for coordinated use of the various communications systems available to the University during emergencies, including telecom and datacom capabilities
- Recover campus telecommunications and data communications capabilities if disrupted
- Assist with activation of emergency operations center through supporting technologies, including telecommunications and data communications capabilities
- Maintain information technology security of core enterprise business functions

## Supporting Plans, Policies, and Procedures

[CUW Alert Matrix](#)

# Emergency Operations Center

## General

The ICS will be led by the Incident Commander (IC). Emergency functions will be carried out through the collaborative interaction of ICS members from within the EOC. Members of the ICS will coordinate with and support campus departments, both receiving and making requests for various resources and services. The EOC will also coordinate with and support university personnel responding to the emergency. Responding personnel will send information and resource requests to the ICS, which will attempt to fill them. When resource requests received from ICS cannot be filled through available campus resources, the ICS will coordinate with agencies and organizations outside the University to acquire them.

## Activation

During emergency situations which require a high level of coordination, it may be necessary to activate the Emergency Operations Center (EOC) to manage the campus response. The Incident Command Staff (ICS) will be activated as necessary to carry out the tasks that must be performed. The ICS will function out of an established EOC.

A “Virtual EOC” can also be setup through online video conferencing services such as Zoom.

## Deactivation

When the IC determines that a high level of coordination is no longer needed, the campus Threat Level will return to 'Green', ICS members may return to their normal roles and responsibilities, and the Emergency Operations Center will be shut down and the location returned to normal daily operating status.

## Coordinating Departments/Agencies

Incident Command Staff (ICS)

### Tasks

- Convert the designated facility space into an operational Emergency Operations Center
- Monitor potential threats
- Support on-scene response operations
- Maintain situational awareness of events
- Analyze problems and formulate options for solving them
- Receive, compile, and display data on the emergency and resource status and commitments as a basis for planning
- Establish procedures and priorities for the use of resources
- Maintain coordination with regional emergency operations centers
- Gather, evaluate, and disseminate information to the public
- Prepare and disseminate periodic reports
- Request external assistance when necessary, from other jurisdictions, volunteer organizations, businesses, or the State as needed

## Supporting Plans, Policies, and Procedures

None

# Evacuation

## General

During an emergency, circumstances may necessitate that a building, segment of campus, or the entirety of campus be evacuated in order to protect the lives of campus occupants.

All occupants of campus property are expected to evacuate when instructed to do so by emergency personnel, which may include CUW Campus Safety or the Southern Ozaukee Fire Department or City of Mequon Police Department. Evacuation routes are displayed in all residence hall rooms, university classrooms, offices and buildings. Copies of these emergency routes can be obtained from the Environmental Safety Officer. Building occupants will require guidance from emergency responders on the proper actions to take and when it is safe, if at all, to re-enter. **Evacuation procedures and gathering points can be located in [Appendix D](#).**

## Coordinating Departments/Agencies

CUW Campus Safety  
Maintenance  
Human Resources  
Residence Life  
Risk Management  
Southern Ozaukee Fire Department  
City of Mequon Police Department

## Tasks

- Order, when necessary, the evacuation of specific buildings, segments of campus, or the entire campus
- Coordinate campus evacuation, when necessary, including route selection and determination of traffic control requirements
- Utilize building specific evacuation plans, including identifying evacuation routes and designating congregating locations for building occupants
- Perform evacuation planning for special needs facilities and populations

## Supporting Plans, Policies, and Procedures

[CUW Evacuation Procedures](#)

# Facility Management

## General

CUW maintains a variety of facilities, including classroom buildings, residence halls, special venues, and other types. Emergency events may cause damage to campus roads and/or facilities and may render utilities in these facilities unavailable.

CUW facilities are maintained by the Maintenance department. The department is generally responsible for maintaining all facilities owned/operated by the University. During and following an emergency which threatens to disrupt services to any CUW facility, Maintenance and other appropriate campus departments will coordinate the response and recovery activities.

The City of Mequon provides water and wastewater removal to the CUW campus. WE Energies provides electricity and natural gas to the CUW campus. During and/or following an emergency which has or threatens to disrupt service, CUW will coordinate with the City of Mequon, and WE Energies to ensure continuity of service.

## Coordinating Departments/Agencies

Maintenance  
Housekeeping  
City of Mequon  
WE Energies

## Tasks

- Assess damage to facilities and systems
- Provide temporary repair of damaged facilities
- Provide for the restoration of building systems
- Coordinate inspections of facilities
- Coordinate the restoration of utility service to facilities
- Provide specialized equipment to support emergency operations as requested
- Coordinate the restoration of damaged University roads
- Supply emergency generators with fuel to ensure continued operation of critical data and voice communication services

## Supporting Plans, Policies, and Procedures

None

# Fire

## General

Any fire may result in an emergency. However, the need for fire control may be caused by or exacerbated by other emergencies that are occurring simultaneously or have already impacted the area.

CUW is not equipped to provide fire services related to emergency response. The Southern Ozaukee Fire Department provides fire services to the CUW campus, including fire suppression, hazardous materials response, emergency medical services, and search and rescue. A variety of campus departments are capable of supplementing fire response efforts.

The Environmental Health and Safety Officer or Maintenance Department will provide building specific information to the Southern Ozaukee Fire Department, including the presence of hazardous materials, as needed. Risk Management, Environmental Health and Safety, Southern Ozaukee Fire Department and the State Fire Marshal may investigate and collect evidence and data on the cause of fires at the CUW campus.

Environmental Health and Safety and Maintenance will maintain all fire systems equipment, including sprinklers, alarms and extinguishers. The Maintenance Department or Environmental Health and Safety Officer will also provide building specific information, such as building schematics, to the Southern Ozaukee Fire Department as requested.

CUW Campus Safety will assist the Southern Ozaukee Fire Department in determining appropriate protective actions and will provide perimeter access control and security around the site as requested by Southern Ozaukee Fire Department or Mequon Police Department.

All occupants of campus property are expected to evacuate when instructed to do so by emergency personnel, including CUW Campus Safety or Southern Ozaukee Fire Department. Building occupants will require guidance from emergency responders on the proper actions to take and when it is safe, if at all, to re-enter.

## Coordinating Departments/Agencies

Maintenance  
Environmental Health and Safety  
Campus Safety  
Southern Ozaukee Fire Department

## Tasks

- Determine appropriate protective actions to ensure public safety in the immediate vicinity of a threat, including evacuation
- Assess threats and determine appropriate actions for emergency responders, including requirements for personal protective equipment
- Control access and provide security around the incident site
- Contain, control, and extinguish fires on the CUW campus

## Supporting Plans, Policies, and Procedures

CUW Maintenance Safety Plans  
**CUW Evacuation Procedures**

## Law Enforcement

### General

Most emergency situations involve a law enforcement component; CUW Campus Safety (CUWCS) is the primary facilitator of law enforcement services to the CUW campus and will respond to all accidents, incidents, and emergencies. CUWCS maintains a close working relationship with local law enforcement for the investigation of alleged criminal offenses and maintains liaison with state and federal law enforcement agencies in support of campus security and safety efforts.

### Coordinating Departments/Agencies

CUW Campus Safety  
City of Mequon Police

### Tasks

- Maintain law and order
- Respond to emergencies which pose a threat to the health and safety of the campus community
- Perform traffic control for evacuations and other appropriate situations
- Control access to damaged areas to protect public health and safety and deter theft
- Provide security for emergency meeting locations, including the campus Emergency Operations Center, media briefing locations, temporary call centers, and shelters
- Request additional resources from law enforcement, the City of Mequon Police Department.

### Supporting Plans, Policies, and Procedures

CUWCS Policy and Procedure Manual

## Legal

### General

Legal issues requiring timely resolution may arise during preparedness, response, recovery, and/or mitigation activities and will require timely advice from legal professionals regarding the legality of proposed measures. Additionally, implementation of measures to protect public health and safety and preserve property during emergency recovery and mitigation activities generally require issuance of appropriate legal documents.

### Coordinating Departments/Agencies

Risk Management  
Concordia University System Risk Management  
Executive Director of Risk Management - LCMS  
Human Resources  
CUW Compliance Officer

### Tasks

- Brief campus officials on possible liabilities arising from emergency operations, procedures for invoking the emergency powers of system officials, and the required legal documents relating to emergency powers
- Prepare templates of necessary legal documents for use in emergency situations
- Review applicable laws, regulations, executive orders, and declarations
- Review mutual aid agreements submitted to the University for approval and prepare mutual aid agreements to be submitted to other jurisdictions for approval
- Advise campus officials on legal implications of various response and recovery activities

### Supporting Plans, Policies, and Procedures

None

## Medical Care & Mental Health

### General

Some emergencies will result in the need for medical care and/or mental health services to be provided to affected populations.

CUW will coordinate with local agencies to provide basic health care services to enrolled students, including acute care for injuries and psychological services. CUW relies on the Southern Ozaukee Fire Department and EMS to provide emergency medical services to the campus community.

CUW will coordinate with local agencies to respond to potential infectious disease outbreaks on the CUW campus.

Mental health services, including grief counseling, will be provided to the CUW community through the joint efforts of the Student Counseling Center which coordinates psychological services to enrolled students, and Human Resources, which coordinates mental health services for CUW Employees. In addition, the Employee Assistance Program through the CUW health insurance provider does include some trauma counseling services under plan coverage.

The Washington Ozaukee County Public Health Department assists the CUW campus by providing health and medical advice and assistance during emergency situations, when requested. This may include conducting epidemiological and disease investigation surveillance as appropriate and coordinating and conducting Point of Dispensing Sites throughout Ozaukee County.

### Coordinating Departments/Agencies

Student Health Center  
Counseling Center/Intake/Triage  
Human Resources  
Risk Management  
Southern Ozaukee Fire Department  
EMS  
Washington Ozaukee County Public Health Department  
Wisconsin Department of Health Services

### Tasks

- Coordinate emergency medical services when necessary
- Triage victims at the site of a mass casualty incident
- Coordinate the provision of mental health services, including grief counseling
- Coordinate the collection, identification, and interment of deceased victims
- Coordinate with Washington Ozaukee County Public Health Department and Wisconsin Department of Health Services for management of public health concerns

### Supporting Plans, Policies, and Procedures

Mental Health Emergency Procedure

## Public Information

### General

Regular updates of emergency response activities will be provided to internal and external stakeholders during emergency response operations. Groups requiring information may include students, faculty, staff, parents, and the media.

Depending on the need, several vehicles may be used to disseminate information. Certain methods will require coordination with several departments to ensure their success, such as the use of call centers.

### Coordinating Departments/Agencies

Marketing & Communications  
Information Technology  
Office of the President

### Tasks

- Gather and disseminate emergency public information
- Hold news briefings and issue news releases as needed
- Establish and supervise a public information center when needed for the dissemination of information and coordination of timely news releases to the media
- Coordinate between the news media and agencies having emergency functions
- Establish and maintain a system for handling public inquiries as appropriate
- Secure printed and photographic documentation of the situation for University records, internal communication, and dissemination to the public
- Coordinate public information activities with regional partners, including the City of Mequon and Ozaukee County

### Supporting Plans, Policies, and Procedures

CUW Crisis Communications Plan

# Recovery

## General

CUW is at risk from several hazards that have the potential for causing extensive damage to property and other physical and social systems. Almost immediately following the impact of an emergency, it will be necessary for CUW to begin undertaking recovery activities. As noted in the 'Actions by Phase of Emergency Management' section of this Plan, recovery encompasses those activities necessary to return the community to normal following an emergency.

Various types of state and federal assistance may be available to CUW in the form of operational support and financial reimbursement. To capitalize on available opportunities for assistance, CUW will need to collect, compile, and assess information on damage estimates, financial impact, resource usage, and continuing resource needs.

Damage assessment and other recovery operations may commence while some emergency response activities are still underway.

## Coordinating Department/Agencies

Maintenance

Finance

Human Resources

CUS Risk Management

Provost Office

Business Office / Financial Aid

Registrar's Office

Residence Life

## Tasks

- Compile and assess information on resource usage
- Request, when necessary, state or federal assistance and coordinate with state and federal agencies to carry out authorized recovery programs
- Compile and assess information on the needs of disaster victims and formulate programs to meet those needs
- Compile and assess damage to CUW property and provide the City of Mequon and Ozaukee County with the appropriate damage assessment reports and documentation
- Coordinate damage assessment efforts with state and federal damage assessment personnel who may be dispatched to assist
- Coordinate the removal of debris with appropriate contractors, City of Mequon officials, and other campus departments
- Maintain continuity of payroll processing services
- Consider utilizing consulting teams to assist affected departments to determine and meet staffing needs

- Determine ongoing needs to cancel or relocate classes or resident student living arrangements.

## Supporting Plans, Policies, and Procedures

None

## Resource Management

### General

Effective resource management is required in all types of emergency situations – from incidents handled by one or two emergency departments to emergencies that require a response by multiple departments and agencies, to catastrophic incidents that require extensive resource assistance from the state and/or federal government for recovery.

For some emergency situations, available University resources will be insufficient for the tasks that may have to be performed. Therefore, other resources may have to be diverted from their day-to-day usage to emergency response. Additionally, we may have to request resources from other jurisdictions or the state and it may be necessary to rent or lease additional equipment and purchase supplies in an expedient manner.

Difficulty may be encountered in attempting to locate and procure resources. As a result, it is necessary to establish processes and procedures to ensure departments can provide the necessary logistical and resource support to the University response. Additionally, to make the most efficient use of the resources CUW has at its disposal, it is necessary to establish a means of managing and tracking the use of resources during emergencies.

### Coordinating Departments/Agencies

Accounting  
Human Resources (HR)  
Maintenance  
Advancement Office

### Tasks

- Identify resource needs and relay them to the appropriate department
- Establish staging areas for resources if required
- Establish emergency purchasing procedures and coordinate emergency procurements
- Develop a comprehensive list of available campus assets and resources, including personnel, supplies, and equipment
- Maintain a list of suppliers for supplies and equipment needed immediately in the aftermath of an emergency
- Track the use of resources during an emergency in accordance with the policy on record keeping as set forth in this plan
- Manage a program of donation solicitation and volunteer recruitment and management

### Supporting Plans, Policies, and Procedures

None

## Search & Rescue

### General

Certain types of emergencies, such as tornados, floods, earthquakes, and explosions, may subject campus buildings to severe structural damage and could result in injured people trapped in the damaged and/or collapsed structures. A trained, equipped, and organized rescue service will provide the capability to conduct methodical search and rescue operations, shore up and stabilize weakened structures, release trapped persons, and locate any missing and deceased.

CUW is not equipped to perform search and rescue operations. CUW depends on the Southern Ozaukee Fire Department to perform search and rescue in campus facilities.

Environmental Health and Safety and Maintenance will provide building specific information, such as the presence of hazardous materials and building schematics, to the Southern Ozaukee Fire Department as requested. Maintenance will also provide personnel assistance and equipment support as requested.

CUW Campus Safety will assist the City of Mequon Fire Department in determining appropriate protective actions and will provide perimeter access control and security around the site.

### Coordinating Departments/Agencies

Environmental Health and Safety  
Maintenance  
Campus Safety  
Southern Ozaukee Fire Department

### Tasks

- Determine appropriate protective actions to ensure public safety in the immediate vicinity of a threat, including evacuation
- Coordinate and conduct search and rescue activities on the CUW campus
- Identify requirements for specialized resources to support rescue operations
- Coordinate external technical assistance and equipment support for search and rescue operations

### Supporting Plans, Policies, and Procedures

Campus Building Drawings/Blueprints  
Campus Door Numbers Map

## Shelter & Mass Care – Remote Learning

### General

Following an emergency, the need may arise for CUW to provide short term lodging, food, basic medical care, clothing, and other essential support services to various populations, including students living in residence halls, citizens of the City of Mequon, or evacuees from disasters affecting other areas of the state.

At a minimum, services will include registering, sheltering, feeding, and providing basic medical care to evacuees and documented service animals. Activities may also include managing volunteers, managing donations and providing activities for evacuees. CUW will not host evacuees' pets but will accept service animals.

Efforts to provide shelter and mass care to large numbers of people will require a high level of coordination from a diverse range of departments and agencies. Shelter & mass care activities undertaken by CUW will likely be supplemented by area volunteer organizations, such as the American Red Cross.

### Coordinating Departments/Agencies

Risk Management

Campus Safety

Maintenance

Residence Life

Ozaukee County Emergency Management

Ozaukee Washington Public Health

Athletics

### Tasks

- Determine the need for opening a shelter on campus and commencing mass care operations
- Determine the need to transition to remote learning.
- Select an appropriate facility in which to host evacuees
- Provide security at emergency shelters hosted on the CUW campus
- Coordinate with all involved CUW departments, relief agencies, and volunteer groups
- Coordinate with Ozaukee County Emergency Management to receive and repatriate evacuees
- Contact residential students via RAVE to determine needs for short/long term housing.

### Supporting Plans, Policies, and Procedures

MOU between CUW and Washington Ozaukee County Public Health

## Timely Warning

### General

During or immediately prior to an emergency it may, depending on the unique characteristics of the emergency, be necessary to disseminate warning messages to members of the campus community in order to provide notification of the emergency situation and guidance on the appropriate actions that recipients should take in response.

Several mediums may be used to disseminate warning messages, including, but not limited to the CUW RAVE mobile application which can send messages via, email, SMS message, landline telephone, corridor television messages, social media, as well as messages posted on the CUW.edu website, and through the local news media.

When it is determined that mass notification will be sent, Incident Command Staff (ICS) will coordinate to formulate the appropriate messages to be delivered and determine the appropriate segment(s) of the community to receive the messages. CUWCS and ICS will receive training on the procedures to develop and disseminate emergency mass notifications to the campus, but should rely on Marketing/Communications to craft and coordinate official releases.

Additionally, the City of Mequon may utilize its own warning systems as needed to warn members of the Mequon community, which includes the CUW campus.

### Coordinating Departments/Agencies

ICS

Marketing/Communications

Information Technology

Critical Incident Leadership Team

Campus Safety

### Tasks

- Confirm that there is a significant emergency or dangerous situation
- Determine the appropriate segment, or segments, of the campus community to receive warning
- Develop the content of warning messages
- Disseminate warning messages
- Provide updates to the campus community as needed
- Notify appropriate members of the CUW campus leadership
- Periodically test warning systems

### Supporting Plans, Policies, and Procedures:

[CUW Alert Matrix](#)

[CUW Crisis Communications Plan](#)

## Annex B: Hazards

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### General

While it is assumed that no two emergencies will be alike, the following section outlines basic procedures specific to each incident type. More detailed emergency procedures by hazard or event can be located in **Appendix D: Hazard Emergency Procedures**.

It will be the responsibility of the Emergency Planning Committee to identify other university departments/offices that may respond to an emergency and assist in the development of plans, policies, and procedures for these incidents. The Emergency Planning Committee members include the Vice President of Student Success, Director of Campus Safety and the Assistant Director of Campus Safety. Any plans, policies, or procedures that are produced will be held, maintained, and updated by the department responsible and a copy will be provided to the Emergency Planning Committee. These plans, policies and procedures will be reviewed and updated annually.

### Format

The pages that follow are descriptions of the emergency tasks that CUW may be required to perform during each phase of the emergency. The key terms used in each phase are:

**Preparedness:** *Actions taken to prepare the community, stakeholders, and/or partners for an emergency.*

**Response:** *Actions taken to respond to and resolve an ongoing emergency.*

**Continuity:** *Actions taken to ensure essential functions are maintained through the recovery.*

**Recovery:** *Actions taken to return affected populations and functions to their “normal state” after an emergency.*

**Mitigation:** *Steps taken to prevent another emergency, and/or decrease the impact of an emergency.*

**Communications:** *The ability to provide timely warnings to affected populations, inform stakeholders, coordinate with local authorities, and provide consistent and coordinated messaging.*

## Active Assailant

*In the event of an Active Assailant event affecting the operations and safety of campus constituents, the University may:*

### Preparedness

- Maintain an effective Good Samaritan Team
- Maintain an effective Campus Safety program

### Response

- CUW Campus Safety notifies Mequon Police Department dispatch
- CUW Campus Safety sends out an emergency notification to the campus community
- CUW Campus Safety will monitor the video surveillance cameras and provide first responders with accurate and up-to-date information.
- CUW Campus Safety may attempt to engage the active assailant
- CUW Campus Safety officers will secure a perimeter around the scene once it's safe
- The ERT will assist in directing first responders arriving, establishing casualty collection points

### Continuity

- Account for students, faculty, staff, visitors, etc.
- Provide or coordinate care for affected people
- Provide statements and guidance to the community
- Move courses online if facility closures limit available space

### Recovery

- Assist investigations
- Repair facilities/equipment
- Coordinate insurance claims/litigation

### Mitigation

- Maintain effective campus safety programs
- Properly train the campus community annually

### *Communications*

- Issue CUW RAVE messages to elicit life-saving action in the event of an ongoing emergency
- Public Relations/social media/marketing
- Media/public statements
- Keep the community updated on response and recovery efforts by designating a webpage as the official source of information from CUW.

## Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Response

*In the event of a CBRNE event affecting campus operations or the safety of constituents, the University may:*

### Preparedness

- Maintain environmental programs, especially Spill Prevention Containment Control (SPCC) plans.
- Maintain MSDS records.
- An incident may be caused by or occur during another emergency, such as flooding, a major fire, or a tornado.

### Response

- Response to chemical, biological, radiological, nuclear, and explosives incidents on the CUW campus will be handled jointly by several CUW departments and external agencies. Typically, CUW will respond to, treat, and remove chemical spills that are less than 5 gallons of a liquid, or 5 pounds of a solid.
- CUW relies on the Southern Ozaukee Fire Department to respond to CBRNE incidents that have exceeded CUW's capacity to manage effectively.
- Maintenance will support response efforts by providing technical expertise as needed.
- CUW Campus Safety will assist by performing perimeter access control when necessary, based on recommendations provided by the Southern Ozaukee Fire Department and Ozaukee County Emergency Management.

### Continuity

- Determine and implement personal protective equipment requirements for response personnel
- Determine when affected areas are safe for re-entry and occupancy

### Recovery

- Submit required incident reports, including reporting to the Wisconsin Department of Natural Resources (Form 4400-225 Reporting Hazardous Substance Discharges) those chemical spills that enter storm sewers and/or pass the threshold established by the EPA

### Mitigation

- Minimize the accumulation of hazardous materials, per policy
- Properly train faculty and staff on Hazardous Waste management and response.

### Communications

- Issue CUW RAVE messages to elicit life-saving action in the event of an ongoing emergency
- Keep the community updated on response and recovery efforts by designating a webpage as the official source of information from CUW.
- Public Relations/social media/marketing
- Media/public statements

## Inclement Weather

*In the event of inclement weather affecting campus operations or the safety of constituents, the University may:*

### Preparedness

- Issue CUW Advisories to prepare the community for possible inclement weather events
- Provide regular training to the community to assist in weather awareness and response

### Response

- Issue CUW Alerts to elicit life-saving measures
- Provide search and rescue functions as applicable
- Assess damage and close facilities as necessary
- Coordinate resources to ensure community members are cared for and relocated as necessary

### Continuity

- Work-from-home or relocate workstations temporarily
- Relocate classes, or transition to online courses

### Recovery

- Coordinate clean-up and repair of facilities

### Mitigation

- Designate storm shelter areas
- Build and maintain resilient information systems
- Test the CUW RAVE system annually

### *Communications*

- Monitor National Weather Service chatrooms and early warning systems to receive updated information
- Issue CUW Advisory messages to warn the community of possible danger
- Issue CUW RAVE messages to elicit life-saving action in the event of an ongoing weather emergency
- Communicate with local authorities to request assistance
- Communicate with the National Weather Service to update storm information

## Community Health Crisis

*In the event of a widespread communicable disease affecting campus operations or the safety of constituents, the University may:*

### Preparedness

- Provide sanitizing supplies throughout the campus
  - Computer labs, Building entrances, Common areas
- Regularly disinfect common surfaces
- Provide information about the pandemic, prevention educational materials

### Response

- Track travel (Faculty/Staff/Students, International Students attending university on a visa, athletics)
- Restrict non-essential travel to high-risk areas
- Monitor the community for signs of the disease
- Refer suspected cases to healthcare providers
- Report any suspected or confirmed cases of the disease to the appropriate authority
- Close the in-person academic and/or business functions at the request of authorities or in the best interest of student safety
- Send Residential Students home and register those who stay

### Continuity

- Transition from in-person courses to online courses (campus open)
- Transition to remote work (campus closed)
- Maintain essential functions, and provide staff with appropriate training and PPE
- Maintain communication with the appropriate authorities

### Recovery

- Deep clean and sanitize the campus before re-opening
- Confirm that the incubation period has passed before re-opening

### Mitigation

- All courses offered shall maintain an associated Canvas course shell
- Issue mobile devices and training for working remotely

### *Communications*

- Update the campus community weekly regarding information about the Community Health Crisis
- Direction from leadership, expectations and obligations
- Social media updates to push Public Service Announcements and educational information from the US Center of Disease Control, Wisconsin Department of Health Services, and Washington Ozaukee County Public Health Department

## Structure Fire

*In the event of a structure fire that affects campus operations or the safety of constituents, the University may:*

### Preparedness

- Test safety systems regularly
- Conduct fire drills each semester to help prepare the community to evacuate

### Response

- Evacuate the facility/notify first responders
- Issue CUW RAVE messages to elicit life-saving measures
- Assess damage and close facilities as necessary
- Coordinate resources to ensure community members are cared for and relocated as necessary

### Continuity

- Work-from-home or relocate workstations temporarily
- Relocate classes, or transition to online courses

### Recovery

- Coordinate clean-up and repair of facilities/relocation
- Process insurance claim

### Mitigation

- Test safety systems annually
- Provide required workplace safety and emergency training annually.

### *Communications*

- Issue CUW RAVE Alert messages to elicit life-saving action in the event of an ongoing emergency
- Public Relations/social media/marketing
- Media/public statements
- Keep the community updated on response and recovery efforts throughout the continuity and recovery phases

# Appendices

## Appendix A: Distribution

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### General

The following University and non-University personnel will receive one hard copy of the CUW Emergency Operations Plan.

### University Personnel

President  
Executive Vice President & VP of Innovation  
Vice President Academics & Chief Academic Officer  
Vice President of Finance/CFO  
Vice President Advancement  
Vice President of Admissions & Financial Aid  
Vice President for Strategic Partnerships & University Marketing  
Vice President Student Success  
Vice President Mission, Identity & Church Relations  
Assistant Vice President Marketing & Communications  
Assistant Vice President of International Affairs  
Assistant Vice President Human Resources  
Assistant Vice President Admissions  
Assistant Vice President for Student Success  
Campus Pastor  
Dean – School of Arts and Sciences  
Dean – School of Education  
Dean – School of Health Professions  
Dean – School of Nursing  
Dean – School of Pharmacy  
Dean – School of Pharmacy  
Director – University Communication  
Director – Human Resources  
Director – Maintenance, Buildings and Grounds  
Director – Campus Safety  
Environmental Safety Officer  
Manager of Housekeeping  
Director of HESED Transition Program

### Non-University Personnel

City of Mequon Police Department  
Southern Ozaukee Fire Department  
Ozaukee County Emergency Management  
Ozaukee County Sheriff's Office

## Appendix B: Incident Organization Chart

### General

The Incident Command System is an emergency response and recovery communications structure, designated by the National Incident Management System, designed to ensure coordination between private, local, state, and federal authorities. Double click on the image below to open a fillable Incident Organization Chart. The chart will open in a new window and can then be saved as a new document.

**INCIDENT ORGANIZATION CHART (ICS 207)**

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____	
<b>3. Organization Chart</b>		
ICS 207	IAP Page _____	4. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____

## Appendix C: Emergency Team Members Contact Info.

## Appendix D: Hazard Mitigation Action Plan

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# HAZARD MITIGATION ACTION PLAN

October 2025

## Emergency Procedures

This document contains the recommended procedures to be followed during specific types of emergencies. The procedures should always be followed in sequence, unless conditions dictate otherwise.

Under all conditions, follow-up communication regarding an incident should be furnished immediately to an immediate supervisor and an incident report should be completed and submitted to Campus Safety no more than seven days following the occurrence.

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## Building Evacuation

In the event of a fire, the University expects that all campus community members will evacuate by the nearest exit, closing doors and activating the fire alarm system (if not already activated) as they leave. Once safely outside a building call 911 and the Campus Safety Office at 262-243-4344. Students and/or employees will be informed where to relocate to if circumstances warrant relocation at the time of the alarm.

In the event of the fire alarm sounding, University policy is that all occupants must evacuate from the building using the nearest possible exit, closing the doors as they leave. Evacuation routes are posted in all residence halls, residence hall rooms and classrooms on campus.

During certain emergency conditions, it may be necessary to evacuate a building. Pre-planning and rehearsal are effective ways to ensure that building occupants recognize the evacuation alarm and know how to respond.

Practicing an evacuation during a non-emergency drill provides training that will be valuable during and after an emergency.

Students and visitors in a building may not know what procedures to follow during an emergency. The class instructor is responsible for providing pertinent information both at the beginning of a semester and at the time of the evacuation to ensure that students evacuate the building in a safe manner.

### Building Evacuation Protocol

1. All building evacuations will occur when an alarm sounds and/or upon notification by Campus Safety or Resident Director in the case of Residence Halls.
2. During an emergency leave by the nearest marked exit and alert others to do the same in a calm, orderly manner.
3. Assist the handicapped in exiting the building or to an Area of Rescue Assistance and activate alarm if one is available. Remember that elevators are reserved for handicapped individuals. **DO NOT USE ELEVATORS IN CASES OF FIRE AND/OR EARTHQUAKE.**
4. Once outside, proceed to the designated assembly area for your department, class or residence hall. Designated areas must be at least 500 feet from the building. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel.
5. Do not return to an evacuated building unless told to do so by Campus Safety.
6. **IMPORTANT:** After any evacuation, report to your designated assembly area. Stay there until an accurate headcount is taken. Designated University staff will assist in the accounting for all building occupants.

## CAMPUS EVACUATION

1. Evacuation of all or part of the campus grounds will be announced by Campus Safety through use of the RAVE text messaging, email notification system.
2. All people (students and staff) are to immediately vacate the affected area and relocate to another part of the campus grounds as directed by Campus Safety.

### EVACUATION PROTOCOL:

Prior to an evacuation announcement, Campus Safety will determine if the best course of action is to evacuate or shelter in place, based upon the incident. Once that decision has been made, an announcement will be made to the affected areas by use of the RAVE text messaging, email notification system with instructions for those affected.

Upon the arrival of the outside emergency service agency (Police, Fire, EMS), Campus Safety shall transfer authority to the responding agency and shall cooperate and provide information or assistance as requested.

### EVACUATION/REFUGE PLAN FOR PERSONS WITH DISABILITIES

Emergency personnel are usually available to assist with evacuations though this may not always be the case. Those with mobility or other concerns that would make independent evacuation difficult are encouraged to make alternative plans and arrangements in advance to increase the likelihood that they will be able to exit the building safely in the event of an emergency.

Individuals with mobility concerns should become familiar with their classroom, office or residence hall area by locating exits, stairwells, elevators, fire-fighting equipment, fire alarms and established Areas of Rescue Assistance.

For those who have difficulty speaking or those with hearing impairments who have difficulty judging volume, it may be useful to carry a whistle or a similar device for the purpose of announcing their location to emergency services personnel who will be attempting to search for those in need of assistance.

Advise others (supervisors, administrators, instructors, colleagues, fellow students) about any concerns that you may have related to emergency exiting and how they can assist you in the event of an emergency. This can include assistance to exits, areas of refuge and alerting emergency services of your location.

### Assisting those with Disabilities, Evacuation Guidelines

It is recommended that each department establish a “buddy” system in which volunteers and alternates are recruited and paired with persons who have self-identified disabilities that would create special evacuation needs. Volunteers should become familiar with the special evacuation needs of their buddies and plan to alert and assist them if an evacuation is ordered.

### Persons with Visual Impairments

In the event of an emergency, tell the person the nature of the emergency and offer to guide him/her. As you walk, tell the person where you are and advise of any obstacles. Do not grasp a visually impaired person’s arm. Offer your arm for guidance.

### **Persons with Hearing Impairments**

Not all fire systems have a flashing light. Most are sound alarms. Therefore, persons with impaired hearing may not be aware of emergency alarms and an alternative warning technique is required. Two methods of warning are:

- Writing a note telling what the emergency is and the nearest evacuation route/safe staging area.
- Tapping the person on the shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

### **Persons Using Crutches, Canes or Walkers**

If the person is having difficulty exiting quickly, treat him/her as if injured for evacuation purposes. Carrying options include using a two-person, lock-arm position, or having the person sit in a sturdy chair, preferably with arms. For travel-level, an office chair with wheels could be utilized.

### **Non-ambulatory Persons**

The needs and preferences of non-ambulatory persons will vary. Most non-ambulatory persons will be able to exit safely without assistance if on the ground floor. Some people have minimal ability to move and lifting them may be painful and/or injurious. Frequently, non-ambulatory persons have respiratory complications. Remove them from smoke or fumes immediately.

Always consult the person as to his/her preference regarding:

- Ways of being removed from the wheelchair.
- The number of people necessary for assistance.
- Whether to extend or move extremities when lifting.
- Whether a seat cushion or pad should be brought along if he/she is removed from the chair.
- Being carried forward or backward on a flight of stairs

### **EXTENDED EVACUATION PROCEDURES**

In the event the campus community cannot return to normal for an extended period, those who are able to leave the premises will be advised to do so once they have been accounted for by their department or Residence Life.

Those who must remain on site will be provided with emergency shelter in a safe location once the premises have been inspected, secured and acknowledged as safe by law enforcement or fire officials and Campus Safety. Contingency emergency plans with area hospitals and schools will be activated when deemed necessary.

## EVACUATION LOCATIONS

In the event of an emergency that requires evacuation, students/staff/faculty/visitors should report to one of the two listed gathering points designated below for the building which they were occupying at the time the emergency was announced:

CONCORDIA UNIVERSITY MEQUON CAMPUS EVACUATION LOCATIONS		
BUILDING	PRIMARY GATHERING POINT	SECONDARY GATHERING POINT
ALBRECHT	Lot H	Lot I
AUGSBURG	Lot E	Regents Courtyard
BARTH	Lot L	Lot J
CONCORDIA CENTER FOR ENVIRONMENTAL STEWARDSHIP	S.E. of Building	Lot F
CHAPEL	Chapel Courtyard	Regents Courtyard
CHEMNITZ	Lot D	Lot E
COBURG	Lot C or East Lot D	Lot C or East Lot D
FIELD HOUSE	Lot J	Lot I
GUEST HOUSE	South of House	North of House
HEALTH SERVICES	South of Building	Lot P
HEIDELBERG	Lot L	Field S. Of Health services
KATHERINE	South of Building	Lot C
LOEBER	Lot I	Lot J
LUTHER	Field S. Of Luther	Lot A
PARKING STRUCTURE	Football Field	
PHARMACY	Lot P	Lot N or Lot L
PLASTER	Lot A	South of Building or Lot P
REGENTS	Lot G	Regents Courtyard
RINCKER	Lot A	Lot L or South of Health services
RINCKER Library	Lot L	Lot J
SIEBERT	Area west of building or Chapel Courtyard	
STUENKEL	Chapel Courtyard	Lot H or Lot I
WARTBURG	Lot H	Area north of Building
WELCOME CENTER	Field S. Of Health services	
WITTENBURG	West of Building or Lot J	West of Building or Lot J

## Fire

A fire may include visible flames or strong odors of burning. The appropriate emergency action is for persons to evacuate the building quickly and safely and notify the Fire Department by dialing 911.

**NOTE: IN ALL CASES OF FIRE THE SOUTHERN OZAUKEE FIRE DEPARTMENT MUST BE NOTIFIED IMMEDIATELY.**

Know the location of the fire extinguishers, fire exits and alarm system in your area and know how to use them. Training and information are available through the EHS Officer.

### IMMEDIATE ACTION

1. For the person discovering the fire:
  - Extinguish **ONLY** if you can do so safely and quickly
  - After the fire is extinguished, call Campus Safety
  - In case of emergency call 911
2. If the fire cannot be extinguished:
  - Confine the fire by closing the doors.
  - Pull the nearest fire alarm if there is one.
  - Call the Fire Department 911.
  - Contact the Campus Safety Department.
  - Alert others.
  - Campus Safety will meet the Fire Department when they arrive.
3. For occupants of the building:
  - Close the doors to your immediate area.
  - **EVACUATE** the building via the nearest exit. Assist others in exiting the building.
  - **DO NOT** use elevators.
  - Avoid smoke-filled areas.

**NOTE:** If you become trapped in a building during a fire and a window is available, break the window and exit through the window opening if safe to do so. If you cannot exit through the window, place an article of clothing (shirt, coat etc.) outside the window as a marker for rescue crews. If there is no window, stay near the floor where the air will be less toxic. Shout at regular intervals to alert emergency crews of your location. **DO NOT PANIC.**

4. For persons evacuating from the immediate fire area:
  - Feel door from bottom to top. If it is hot **DO NOT** proceed; go back.
  - If the door is cool, crouch low and open the door slowly. Close the door quickly if smoke is present so you do not inhale it.
  - If no smoke is present, exit the building via the nearest stairwell or exit.
  - If you encounter heavy smoke in a stairwell, go back and try another stairwell.
5. For persons with mobility concerns, refer to evacuation procedures section.

## Fire Drill Policy

1. Fire drills should be conducted at least annually at unexpected times and under varying conditions to simulate the unusual conditions that occur in the case of fire. Various means of exit could be made temporarily unavailable in order to familiarize occupants with secondary routes of evacuation.
2. Fire drills should involve all occupants. Everyone should leave the building when the fire alarm sounds. Exemptions are strongly discouraged. It may be advisable to notify wheelchair occupants prior to the planned fire drills.
3. When conducting drills, emphasis shall be placed upon orderly evacuation under proper discipline rather than upon speed. The floor proctors are expected to perform their assigned duties as if in an actual emergency.
4. Provisions should be made for timing and evaluating the orderliness of each drill.

## Explosion

An explosion is caused by a rapid expansion of gas from chemical reactions or incendiary devices. Signs of an explosion may be a very loud noise or series of noises and vibrations, fire, heat or smoke, falling glass or debris, or building damage.

### IMMEDIATE ACTION

1. Get out of the building as quickly and calmly as possible (refer to evacuation procedures).
2. Call 911
3. Contact Campus Safety, at (262)243-4344 or Ext: 4344 from an on-campus phone.
4. If items are falling off of bookshelves or from the ceiling, get under a sturdy table or desk.
5. If there is a fire, stay low to the floor and exit the building as quickly as possible.
6. If you are trapped in debris, tap on a pipe or wall so that rescuers can hear where you are.
7. Assist others in exiting the building and move to designated evacuation areas.

Keep streets and walkways clear for emergency vehicles and crews.

Untrained persons should not attempt to rescue people who are inside a collapsed building. Wait for emergency personnel to arrive.

## Utility Failure

1. In the event of a major utility failure during normal working hours (8 a.m. to 11 p.m., Monday through Friday), immediately notify Campus Safety.
2. If there is potential danger to building occupants, or if the utility failure occurs after hours, weekends or holidays, notify Campus Safety.
3. If an emergency exists, activate the building alarm and also report the emergency by phone to Campus Safety.
4. All building evacuations will occur when an alarm sounds continuously and/or when an emergency exists. Follow building evacuation procedures as outlined.

Always observe steps 1 and 2 above whenever the following utility emergencies arise:

### **Electrical/Light Failure**

At present, campus lighting may not provide sufficient illumination in corridors and stairs for safe exiting. It is advisable to have a flashlight, portable two-way radio or cell phone available for emergency.

### **Elevator Failure**

If you are trapped in an elevator use the emergency phone to notify Campus Safety. If the elevator does not have an emergency phone, press the alarm which will signal for help.

### **Plumbing Failure/Flooding**

Cease using all electrical equipment. Notify Campus Safety.

### **Serious Gas Leak**

Cease all operations. **DO NOT SWITCH ON LIGHTS OR ANY ELECTRICAL EQUIPMENT.** Remember, electrical arcing can trigger an explosion. Notify Campus Safety.

### **Ventilation Problem**

If smoke or odors come from the ventilation system, immediately notify Campus Safety.

## Weather Emergencies

Southeastern Wisconsin can be subject to a variety of weather risks including lightning, high winds, hail, flooding, tornadoes, freezing rain and heavy snow. Be aware of the potential for threatening weather and take appropriate precautions. Avoid being caught in open areas when severe weather strikes.

### Emergency Weather Closings

In severe weather emergencies, classes may be cancelled or in person classes transitioned to virtual classes by order of the President or his designee. The Weather Review Team will be responsible for determining the status of academic and campus events during weather conditions that may impede the University's ability to facilitate scheduled activities. Until the decision "to close" is announced, the University will be considered open. Closing the University is defined as a suspension of classes, examinations and all other activities except for essential services.

In the event of a school closing, CUW information line Ext. 262-243-2222 will be updated with information by the Provost, Campus Safety may send out closure announcements via RAVE. This procedure will also be followed should the decision to transition in person classes to virtual classes due to a weather-related incident.

## Tornado

A **tornado watch** means conditions are right for a tornado. During a tornado watch, staff should be alert to weather conditions.

A **tornado warning** means that a tornado has been sighted or appears imminent. The City of Mequon will initiate a siren, or steady tone, for a period of 3 to 5 minutes. When you hear the siren, move to an area of safety, take cover immediately, danger is imminent.

### Immediate Action

1. Remain calm and avoid panic
2. Go to an area of safety

**Areas of Safety:** Rooms and corridors in the innermost part of a building

**Areas to Avoid:** Stay clear of windows, corridors with windows, or large, freestanding expanses.

There is no guaranteed safe place during a tornado. However, it is important to seek shelter in the best location to help minimize your exposure.

3. **DO NOT** use elevators during a tornado warning. Persons with mobility concerns should go to an area of safety at the time of a tornado watch; **DO NOT** wait for a tornado warning.
4. Close all doors, including main corridors, making sure they latch.
5. Crouch near the floor or under heavy, well-supported objects and cover your head.
6. Be alert for fire. In the event of a fire, Campus Safety and the Southern Ozaukee Fire Department should be notified, pull the nearest fire alarm if the fire is in a building.

## Campus Tornado Shelter Locations

Building	Location
Augsburg	Lowest Hallway
Chapel	Undercroft
Chapel	Chapel Hall
Chapel	Chapel Hall West
Chapel	Chapel/Augsburg Hall Intersection
Chemnitz	Lower Hallway to stairs
Chemnitz	Lower Hallway classroom areas
Chemnitz	Lower Entrance
Coburg	Lower hallway by classrooms
Coburg	Coburg Hallway CO017 to Elevators
Coburg	Coburg East Hall
Field House	Locker Room Hall
Health Services	Hallway
Health Services	South Hallway
Loeber	Lower Level
Loeber	Lower level
Luther	Lower hallway
Pharmacy	By lower level Restrooms/ramp
Regents	Hall RE002 to RE017
Regents	Connection Hallway
Regents	Hall RE006 to RE017
Regents	Bike Store Room
Regents	East Stairwell
Regents	West Starwell
Rincker	Lower level hall, near Health Services Hall
Siebert	Hall from 002 to 012
Stuenkel	L0 Hallway
Stuenkel	Lower Hallway
Stuenkel	Lower hall
Stuenkel	Lower Hall

## Bomb Threat

A bomb threat may come to the attention of the receiver in various ways. It is important to compile as much information as possible. (Refer to Bomb Threat Checklist below). Please **DO NOT** attempt to notify or evacuate an entire building. This could consume valuable time that would be better used to gather important information.

In the case of a written threat, it is vital that no one handles the document. This is evidence. Campus Safety should be called immediately, and they will respond to the location of the document. If the threat should come via e-mail, make sure to save the information on your computer. Most bomb threats are transmitted over the telephone; thus, the following instructions will be provided with that assumption.

### IMMEDIATE ACTION

1. Remain calm and immediately refer to the attached bomb threat checklist. **Double Click on Bomb Threat Check List for a Fillable Form.**
2. If applicable, pay attention to your telephone display and record the information shown in the display window.
3. The objective is to keep the caller on the line as long as possible to attempt to gather as much information as possible.
4. Try not to anger the caller at any time.
5. While engaging the caller, pay particular attention to any background noise and distinctive sounds (machinery, traffic, other voices, music, television, etc.).
6. Note any characteristics of the caller's voice (gender, age, accent, etc.).
7. Attempt to obtain information on the location of a device (building, floor, room, etc.).
8. Attempt to obtain information on the time of detonation and type of detonator.
9. Immediately after the caller has ended the call, notify Campus Safety at 262-243-4344. If practical, do not hang up the phone, but phone Campus Safety from a different telephone. Notify the immediate supervisor within your work area.
10. If the threat was left on your voice mail, **do not erase.**
11. If you observe a suspicious object or potential bomb on campus, **DO NOT HANDLE THE OBJECT!** Clear the area and immediately contact Campus Safety.

The decision to evacuate University facility will be made after a thorough evaluation of the information available from Campus Safety, Mequon Police and other agencies involved. If the decision is made to evacuate, instruct occupants to take purses, book bags and personal packages and exit the building. (If left behind, these items could be mistaken for containing explosives and lengthen the search process). Lock vaults, cash registers and files with records and retain key on person.

**ASSIST THOSE PHYSICALLY CHALLENGED IN EXITING THE BUILDING.** Remember, elevators are reserved for handicapped use. **DO NOT USE THE ELEVATORS IN CIRCUMSTANCES WHERE FIRE IS A FACTOR. DO NOT PANIC.**

Once outside, move to your buildings' designated meeting area at least 500 feet away. Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.

Campus Safety and the police will conduct detailed bomb search. Employees are requested to make a cursory inspection of their areas for suspicious objects and report the location to Campus Safety. **DO NOT TOUCH THE OBJECT!** Do not open drawers, cabinets, or turn lights on or off. Do not lock doors or close windows. Exit safely and follow evacuation procedures.

## BOMB THREAT PROCEDURES

*This quick reference checklist is designed to help employees and decision makers of commercial facilities, schools, etc. respond to a bomb threat in an orderly and controlled manner with the first responders and other stakeholders.*

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

### If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of call, DO NOT HANG UP, but from a different phone, contact authorities immediately with information and await instructions.

### If a bomb threat is received by handwritten note:

- Call CUW Campus Safety (262) 243-4344
- Handle note as minimally as possible.

### If a bomb threat is received by e-mail:

- Call CUW Campus Safety (262) 243-4344
- Do not delete the message.

### Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected delivery
- Poorly handwritten
- Misspelled words
- Incorrect titles
- Foreign postage
- Restrictive notes

**\* Refer to your local bomb threat emergency response plan for evacuation criteria**

### DO NOT:

- Use two-way radios or cellular phone. Radio signals have the potential to detonate a bomb.
- Touch or move a suspicious package.

### WHO TO CONTACT (Select One)

- Campus Safety (262) 243-4344
- Mequon Police (262) 242-3500

For more information about this form contact the DHS Office for Bombing Prevention at [OBP@dhs.gov](mailto:OBP@dhs.gov)



Homeland Security

2014

## BOMB THREAT CHECKLIST

DATE:  TIME:

TIME CALLER HUNG UP:  PHONE NUMBER WHERE CALL RECEIVED:

### Ask Caller:

- Where is the bomb located?  
(building, floor, room, etc.)
- When will it go off?
- What does it look like?
- What kind of bomb is it?
- What will make it explode?
- Did you place the bomb? Yes No
- Why?
- What is your name?

### Exact Words of Threat:

### Information About Caller:

- Where is the caller located? (background/level of noise)
- Estimated age:
- Is voice familiar? If so, who does it sound like?
- Other points:

Caller's Voice	Background Sounds	Threat Language
<input type="checkbox"/> Female	<input type="checkbox"/> Animal noises	<input type="checkbox"/> Incoherent
<input type="checkbox"/> Male	<input type="checkbox"/> House noises	<input type="checkbox"/> Message read
<input type="checkbox"/> Accent	<input type="checkbox"/> Kitchen noises	<input type="checkbox"/> Taped message
<input type="checkbox"/> Angry	<input type="checkbox"/> Street noises	<input type="checkbox"/> Irrational
<input type="checkbox"/> Calm	<input type="checkbox"/> Booth	<input type="checkbox"/> Profane
<input type="checkbox"/> Clearing throat	<input type="checkbox"/> PA system	<input type="checkbox"/> Well-spoken
<input type="checkbox"/> Coughing	<input type="checkbox"/> Conversation	
<input type="checkbox"/> Cracking voice	<input type="checkbox"/> Music	
<input type="checkbox"/> Crying	<input type="checkbox"/> Motor	
<input type="checkbox"/> Deep	<input type="checkbox"/> Clear	
<input type="checkbox"/> Deep breathing	<input type="checkbox"/> Static	
<input type="checkbox"/> Disguised	<input type="checkbox"/> Office machinery	
<input type="checkbox"/> Distinct	<input type="checkbox"/> Factory machinery	
<input type="checkbox"/> Excited	<input type="checkbox"/> Local	
<input type="checkbox"/> Laughter	<input type="checkbox"/> Long Distance	
<input type="checkbox"/> Lisp		
<input type="checkbox"/> Loud	<b>Other Information:</b>	
<input type="checkbox"/> Nasal		
<input type="checkbox"/> Normal		
<input type="checkbox"/> Ragged		
<input type="checkbox"/> Rapid		
<input type="checkbox"/> Raspy		
<input type="checkbox"/> Slow		
<input type="checkbox"/> Slurred		
<input type="checkbox"/> Soft		
<input type="checkbox"/> Stutter		

**Detecting Suspicious Packages/Letters**  
**Bureau of Alcohol, Tobacco and Firearms (ATF)**

**REMEMBER**

**The item does not have to be delivered by a carrier.  
Most bombers set up and deliver the bombs themselves.**

**Below is a list of possible indicators of suspicious packages:**

1. If delivered by a carrier, inspect for lumps, bulges or protrusions without applying pressure.
2. If delivered by a carrier, balance check if lopsided or heavy sided.
3. Handwritten addresses or labels from companies are improper. Check to see if the company exists and if they sent a package or letter.
4. Packages wrapped in string are automatically suspicious. Modern packaging materials have eliminated the need for twine or string.
5. Excess postage on small packages or letters indicates that the object was not weighed by the Post Office.
6. No postage or non-cancelled postage.
7. Any foreign writing addresses or postage.
8. Handwritten notes such as: "To Be Opened in the Privacy of", "CONFIDENTIAL", "Your Lucky Day is Here" or "Prize Enclosed."
9. Improper spelling of common names, places or titles.
10. Generic or incorrect titles.
11. Leaks, stains or protruding wires, string, tape etc.
12. Hand delivered or dropped off for a friend packages or letters.
13. No return address or nonsensical return address.
14. Any letters or packages arriving before or after a phone call from an unknown person asking if the item was received.

**If you have a suspicious letter or package CALL 911.**

Bombs can be constructed to look like almost anything and can be placed or delivered in any number of ways. The probability of finding a bomb that looks like the stereotypical bomb is almost nonexistent. The only common denominator that exists among bombs is that they are designed or intended to explode.

Most bombs are homemade and are limited in their design only by the imagination of, and the resources available to, the bomber. Remember, when searching for a bomb, suspect anything that looks unusual. Let a trained bomb technician determine what is or is not a bomb.

## Violent or Criminal Behavior

1. Everyone is asked to assist in making the campus a safe place by being alert to suspicious situations and promptly reporting them.
2. If you are a victim or a witness to any on-campus offense, avoid taking any unnecessary risks.
3. Promptly notify Campus Safety at 262-243-4344 of any criminal acts or suspicious persons/circumstances with information which would include the following:
  - Nature of the incident
  - Location of the incident
  - Description of person(s) involved
  - Description of property involved
4. Assist police officials when they arrive by supplying them with all additional information and ask others to cooperate.
5. Should gunfire or discharged explosives become a hazard on the campus, Run, Hide, Fight/Avoid, Deny, Defend. After the disturbance, seek emergency first aid if necessary.
6. **WHAT TO DO IF TAKEN HOSTAGE:**
  - Be patient. Time is on your side. Avoid drastic action.
  - Follow instructions, be alert and stay alive. The captor is emotionally imbalanced. Do not make mistakes that could place your personal safety in jeopardy.
  - Do not speak unless spoken to and then only when necessary. Do not talk down to the captor who may be in an agitated state. Avoid appearing hostile. Always maintain eye contact with the captor, if possible, but do not stare.
  - Try to rest. Avoid speculation. Comply with instructions as best you can. Avoid arguments. Expect the unexpected.
  - Be observant. You may be released or escape. The personal safety of others may depend on your memory.
  - Be prepared to answer the police on the phone. Be patient. Attempt to establish rapport with the captor. If medication, first aid or restroom privileges are needed by anyone, say so. The captors in all probability do not want to harm persons held by them. Such direct action further implicates the captor in additional offenses.

## Workplace Violence Response Procedures

### Responding to Threats

Any employee who is threatened by another, or who observes threatening behavior should report the threat to Campus Safety. Campus Safety will immediately work with Human Resources to investigate the report. In cases of a threat by a person other than an employee, the threatened employee or witness should notify Campus Safety immediately.

### Responding to Weapon Possession

Any employee who observes a gun or other weapon in the possession of anyone in the building should immediately contact Campus Safety.

### Responding to Violent Situations

If an employee is meeting with an individual he/she believes could become violent, the employee should:

- Try to avoid angering or further upsetting the individual
- Stay calm and listen attentively to the individual's concerns.
- Ask clarifying questions and express understanding (but not necessarily agreement) of the person's position; avoid arguing or contradicting.
- Position yourself between the individual and the door in case escape is necessary.
- Leave the door open or, if the individual requests privacy, partly open.
- Alert someone nearby to listen for sounds of trouble and/or set up a code word that can be used to alert another person that help is needed.

If an employee encounters or is meeting with an individual who becomes violent, the employee should:

- Leave the area if possible.
- Call Campus Safety 262-243-4344, or alert others to call if possible
- Warn others to evacuate the area, if possible.

Those nearby when an individual becomes violent should:

- Evacuate, if possible, or take cover if evacuation is not possible.
- Call Campus Safety or 911.
- Call an ambulance if it appears someone has been injured.
- Alert others in the building to evacuate.

## Civil Disturbance or Demonstration

A civil protest will usually take the form of an organized public demonstration or disapproval or display of disagreement with an idea or course of action. Most campus demonstrations such as marches, meetings, picketing and rallies will be peaceful and non-obstructive. A student demonstration should not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

1. **INTERFERENCE** with the normal operation of the University.
2. **PREVENTION** of access to office, buildings or other University facilities.
3. **THREAT** of physical harm to persons or damage to University facilities.
4. **UNAUTHORIZED** entry into or occupation of any University room, building or area of the campus, or unauthorized or improper use of any University property, equipment or facilities.

If any of these conditions exist, Campus Safety should be notified and will be responsible for contacting and informing the appropriate officials. Depending on the nature of the demonstration, the appropriate procedures listed below should be followed:

### PEACEFUL, NON-OBSTRUCTIVE DEMONSTRATIONS

- a) Generally, demonstrations of this kind should not be interrupted. Demonstrations should not be obstructed or provoked, and efforts should be made to conduct University business as normally as possible.
- b) If demonstrators are asked to leave, but refuse to leave by regular facility closing time:
  - Arrangements will be made by the Director of Campus Safety to monitor the situation during non-business hours or
  - Determination will be made to treat the violation of regular closing hours as a disruptive demonstration (Refer to Non-violent, Disruptive Demonstrations section).

### NON-VIOLENT, DISRUPTIVE DEMONSTRATIONS

- a) If a demonstration blocks access to University facilities or interferes with the operation of the University:
  - Demonstrators will be asked to terminate the disruptive activity by the Vice President of Student Success or his/her designee.
  - The Vice President of Student Success will consider having a photographer available to secure positive identification of demonstrators in violation to facilitate later testimony including photographs if deemed advisable.
  - Key University and student leaders will be asked by the Vice President of Student Success to go to the area and help persuade the demonstrators to desist.
- b) The Vice President of Student Success or his/her designee will go to the area and ask the demonstrators to leave or to discontinue the disruptive activities. (Refer to "Directive to Immediately Terminate Demonstration").
  - After consultation with the President and Director of Campus Safety by the Vice President of Student Success, the need for an injunction and intervention of local law enforcement will be determined.
- c) If determination is made to seek the intervention of law enforcement, the demonstrators should be notified upon the arrival of law enforcement that law enforcement has been contacted and asked to assist. (See Directive to Immediately Terminate Demonstration)

## VIOLENT, DISRUPTIVE DEMONSTRATIONS

If a violent demonstration in which injury to persons or property occurs, or appears eminent, the President and Vice President of Student Success will be notified:

- a) During business hours
  - Campus Safety will be notified immediately, which in turn will contact the Vice President of Student Success and other key administrators.
  - If advisable, the Vice President of Student Success will alert the President.
  - The President, in consultation with the Vice President of Student Success and the Director of Campus Safety, will determine the possible need for injunction.
  - Campus Safety will provide an officer with a radio for communication between the University and Campus Safety as needed and/or as available.
  - If funds are on the premises and the situation presents itself, the senior-most manager of the area shall either lock the vault or lock the cash register and retain the key on their person until it is deemed safe to return to normal operations. After the incident, count and verify cash funds
  
- b) After business hours
  - Campus Safety should be immediately notified of the disturbance
  - Campus Safety will investigate the disruption and report the incident to the Director of Campus Safety and the Vice President of Student Success.
  
- c) The Vice President of Student Success will:
  - Report the circumstances to the President
  - Notify key administrators, and if appropriate the administrator responsible for the building area
  - Notify the University's Assistant Vice President of Marketing & Communications.
  - Arrange for a photographer to secure positive identification of protestors in violation to facilitate later testimony. Efforts should be made to video record the demonstration and any interactions with University Staff, faculty or police interaction for future reference.
  - If necessary, contact the police for assistance

The Director of Campus Safety reserves the right to call for police assistance without counsel from others if deemed to be of paramount importance to the safety of persons involved.

### **DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION**

- 1.) **ALWAYS** identify self and position in the University
- 2.) This assembly and the conduct of each participant are seriously disrupting the operations of the University and is in clear violation of the rules of the University as specified in Article One of the Code of Student Conduct. You have been previously called upon to disperse and terminate this demonstration.
- 3.) You have been given the opportunity to discuss your grievances in the manner outlined by University policy. In no event will the Administration of this University accede to demands backed by force.
- 4.) Accordingly, you are directed to immediately terminate this demonstration. Under the authority of the Board of Regents, I will take whatever measures are necessary to restore order, including calling the police for assistance. Any student who continues to participate in this demonstration is subject to possible arrest and will be subject to expulsion.

### **DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION WITH ASSISTANCE OF POLICE**

- 1.) **ALWAYS** identify self and position in the University.
- 2.) 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 the University, each of you are hereby suspended, subject to later review.
- 3.) This matter has now been turned over to the police. The police will now respond to assist in dispersing this assembly. Those who fail to leave immediately will be subject to arrest.

## Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Response

A hazardous materials incident may be a spill or release of chemicals, radioactive materials or biological materials inside a building or to the environment. The user may manage simple spills. A simple spill is defined as a spill which meets all the following criteria:

- It consists of known substances.
- Can be handled by user with existing supplies of absorbent without posing a threat to any other individual.
- Does not cause the release of vapors or aerosols. Major spills or emergencies require emergency assistance from 24-hour emergency agencies, i.e. the Southern Ozaukee Fire Department or the Ozaukee County HAZMAT Team.

Any spillage of hazardous or radioactive material, other than simple spills, should be reported immediately to Campus Safety. When reporting, be specific about the nature and quantity of the involved material and exact location. Campus Safety will contact the appropriate university personnel or Fire, EMS and or Emergency Management agencies as necessary.

The University Faculty or Staff on site should vacate the affected area at once and seal it off to prevent further contamination of other areas until the arrival of Campus Safety personnel.

Anyone who may be contaminated by the spill is to avoid contact with others as much as possible, remain in the vicinity and give their names to Campus Safety. Required first aid and cleanup by specialized authorities should be started at once.

If an emergency exists, activate the building alarm. You must also report the emergency immediately to Campus Safety.

When the building evacuation alarm is sounded, follow the emergency evacuation procedures as outline in the Building Evacuation section in this Appendices.

### Reporting

- If the incident involves any radioactive materials, or is a major spill of hazardous materials, notify Campus Safety
- If the incident involves an oil spill, or a release of hazardous material to the environment or beyond University boundaries, immediately notify Campus Safety. Campus Safety will notify the Environmental Health and Safety Officer.
- Reports to the Wisconsin Department of Natural Resources must be made as soon as possible and not later than six hours after discovery of the incident.

### Employee Awareness on Domestic Preparedness Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Response

Employees should report anything unusual or out of the ordinary they may identify with their surroundings. Awareness is the key to minimizing danger to you and co-workers. Upon observation of anything unusual or out of the ordinary, pertaining to CBRNE hazards, immediately cover your nose and mouth with a cloth for temporary respiratory protection.

1. The 4 Don't's

- a. Don't become a victim
  - b. Don't rush in
  - c. Don't TEST (Taste, Eat, Smell, Touch)
  - d. Don't assume anything
2. Be SAFE
- a. **S**afety comes first
  - b. **A**ssess the situation before doing anything
  - c. **F**ocus on avoiding the hazard
  - d. **E**valuate the situation and report to authorities
3. Emergency Self-Decontamination
- Chemical** – Wash, Strip, Flush, Cover  
**Bio-Nuclear** – Wet, Strip, Flush, Cover
- a. Wet or Blot  
 For **nuclear and biological** contamination, wetting down exposed surfaces will help in preventing the contamination from re-suspending in the air.  
 For **chemical** contamination, carefully wash the agent off exposed skin immediately.
  - b. Strip off all the clothing
  - c. Flush the affected area with large amounts of water
  - d. Cover the affected area
4. Notification
- Call 911 and identify the following:
- a. Location of the incident
  - b. Time of the incident
  - c. Number of victims
  - d. Symptoms of injury
  - e. Fire or explosion
  - f. Type of vehicle or container involved
5. Emergency Procedures
- If you suspect or witness an CBRNE incident, protect yourself and move upwind and move to a higher elevation. Do not walk through, inhale or touch any spilled material, vapor cloud, smoke, or leaking containers. Without endangering yourself, keep others away until help arrives.
6. If the substance is known, contact the Environmental Health and Safety Officer and obtain a copy of the MSDS sheet on the Portal, found by clicking on the Resources menu, then selecting the Buildings & Grounds folder.

## HOW TO HANDLE ANTHRAX AND OTHER BIOLOGICAL AGENT THREATS

### DO NOT PANIC

1. Anthrax organisms can cause infection in the skin, gastrointestinal system or lungs. To do so, the organism must be rubbed into abraded skin, swallowed or inhaled as fine aerosolized mist. Disease can be prevented after exposure to the anthrax spores by early treatment with the appropriate antibiotics. Anthrax is **NOT** spread from one person to another.
2. For anthrax to be effective as a covert agent, it must be aerosolized into very small particles. This is difficult to do and requires a great deal of technical skill and special equipment. If these small particles are inhaled, life-threatening lung infection can occur, however, prompt recognition and treatment are effective.

### SUSPICIOUS UNOPENED LETTER OR PACKAGE MARKED WITH THREATENING MESSAGE SUCH AS "ANTHRAX":

1. Do not shake or empty the contents of any suspicious envelope or package.
2. PLACE the envelope or package in a plastic bag or some other type of container to prevent leakage of contents.
3. If you do not have a container, then COVER the envelope or package with anything (e.g. clothing, paper, trash can etc.) and DO NOT remove this cover.
4. Then LEAVE the room and CLOSE the door, or section off the area to prevent others from entering (i.e. keep others away).
5. WASH your hands with soap and water to prevent spreading any powder to your face.
6. What to do next...
  - If you are at HOME, then report the incident to local police.
  - If you are at WORK, then report the incident to local police and notify Campus Safety.
7. LIST all people who were in the room or area when this suspicious letter or package was recognized. Give this list to both the local public health authorities and law enforcement officials for follow-up investigation and advice.

### ENVELOPE WITH POWDER AND POWDER SPILLS OUT ONTO SURFACE:

1. DO NOT try to CLEAN UP the powder. COVER the spilled contents immediately with anything (e.g. clothing, paper, trash can etc.) and do not remove this cover!
2. LEAVE the room and CLOSE the door, or section off the area to prevent others from entering (i.e. keep others away).
3. WASH your hands with soap and water to prevent spreading any powder to your face.
4. What to do next...
  - If you are at HOME, then report the incident to local police.
  - If you are at WORK, then report the incident to local police and notify Campus Safety.
5. REMOVE heavily contaminated clothing as soon as possible and place it in a plastic bag, or some other container that can be sealed. This clothing bag should be given to emergency responders for proper handling.
6. SHOWER with soap and water as soon as possible. DO NOT USE BLEACH OR OTHER DISINFECTANT ON YOUR SKIN.
7. If possible, list all people who were in the room or area, especially those who had actual contact with the powder. Give the list to both the local public health authorities so that proper instructions can be given for medical follow-up, and to law enforcement officials for further investigation.

**QUESTION OF ROOM CONTAMINATION BY AEROSOLIZATION:**

**For example: small device triggered, warning that the air handling system is contaminated, or warning that a biological agent has been released in a public space.**

1. Turn off local fans or ventilation units in area.
2. CLOSE the door or section off the area to prevent others from entering.
3. LEAVE area immediately, evacuating to the nearest outdoor area.
4. Contact local police and Campus Safety.
5. SHUT down air handling system in the building if possible.
6. If possible, list all people who were in the room or area, especially those who had actual contact with the powder. Give the list to both the local public health authorities so that proper instructions can be given for medical follow-up, and to law enforcement officials for further investigation.

## Mental Health Emergency Procedure

In your role as a staff or faculty member at Concordia you may come in contact with students who are emotionally distraught. A student might directly confide his or her concerns to you or another student might share concerns about a classmate. Through your observation of a student's behaviors, you might infer that he or she is emotionally distraught. It is best to be prepared to deal with a student requiring emotional support, regardless of how your concern developed.

### Your Role as Faculty/ Staff

Faculty and staff play a central role in student help-seeking efforts. First, you are often in a direct position to observe students and be aware of their behavior. Second, students frequently turn to informal help-givers like you to obtain advice and support. Although faculty and staff are not expected to provide counseling, it is often helpful for you to understand the critical role you can play in:

- Responding to student problems
- Being familiar with the signs that indicate a student needs help
- Understanding the steps in making a referral to professionals

### What You Should Know About Student Problems

- Stress, pressures, and problems are a normal part of college life. While many students cope with these demands successfully, a significant number of students have difficulties that interfere with their performance.
- Studies on the incidence of emotional troubles among college students predict that at least 10% of our student body suffers from discernible emotional problems such as depression, acute anxiety, substance abuse and other more serious conditions.
- An even greater number of students experience developmental problems in adjusting to college life and adulthood, such as defining identity, relating to others, and identifying educational and career goals.
- The most common difficulties in adjustment as well as more serious emotional problems affect students' academic performance, personal effectiveness, and the quality of life in the campus community.
- Thus, identifying students in need of help and assisting them in getting help are important responsibilities for all of us in the campus community.

### Guidelines for responding to students who confide in you:

1. Listen and Empathize with the feelings being expressed. Try to understand what the student is saying from her/his perspective (Which does not mean you have to agree with or approve of that perspective!)
2. Be as genuinely supportive as feels appropriate to you. Keep your own limits in mind. For example, don't get more involved in the student's life than is comfortable for you.

3. Respect the natural boundaries that exist between faculty/staff and students. Don't allow your care and concern for a student to cross those roles.
4. Remember your training. Sometimes people with the best intentions end up doing more harm than good to a student due to their lack of training in the mental health area. Always consult with a member of Concordia's counseling center.

Please keep in mind, while it is important to respect the student's privacy, as a faculty or staff member it may be helpful to know that you are not bound by the same professional and legal standards of confidentiality as a psychotherapist. There are times when it is appropriate and necessary and ultimately in the students' best interest for you to discuss a troubled student with others who are trained and might be helpful.

**Guidelines for supporting a student experiencing a mental health crisis:**

1. Contact Campus Safety at 262-243-4344 or 4344 from a campus phone.
2. For an immediate life-threatening emergency dial 911 or 9-911 from a campus phone.

**Guidelines for supporting a student you believe may be experiencing a mental health crisis:**

1. Contact Campus Safety at 262-243-4344 or 4344 from a campus phone.
2. Contact the Student Wellness Office at 262-243-2244 or 2244 from a campus phone.

**Guidelines for supporting a student you believe may be at risk to themselves or others socially, mentally, physically, and/or spiritually:**

1. Contact the Dean of Students, or Student Wellness Office to make a referral to the Good Samaritan Team (GST).

## Medical and First Aid Procedure

**CALL CAMPUS SAFETY IF YOU NEED ASSISTANCE: Ext 262-243-4344**

1. If serious injury or illness occurs on campus, immediately call 911. The Campus Safety Office is automatically notified by Zoom that a 911 call has been placed from an on-campus phone. Provide the dispatcher with a description of the nature and the severity of the medical problem and the location of the victim.
2. In case of minor injury or illness contact the Campus Safety Office or Student Health Center at 262-243-4574 during their business hours. Some over the counter medications are available 24 hours a day in the self-serve medication cabinet outside of the Student Health Center.

### PROCEDURES - FACULTY and STAFF RESPONSE to MEDICAL EMERGENCIES

In the presence of an emergency, faculty and staff may be called to respond:

#### Life-Threatening Emergencies

1. Stay with the person and have someone call “911” and contact Campus Safety “4344”.
2. Instruct the caller to give clear and specific directions to the location of the emergency.
3. Send someone outside to meet rescue vehicles.
4. When emergency personnel respond, cooperate with them.
5. Complete incident report

#### Emergency Phone Numbers:

Mequon Police	911
Southern Ozaukee Fire Dept.	911
Mequon Ambulance	911
Campus Safety	Ext. 4344
Student Health Center	Ext. 4574
Ascension St. Mary’s Hospital	(262) 243-7300

#### Non- Life-Threatening Emergencies

Contact Campus Safety at Ext. 4344 or the Student Health Center at Ext; 4574.

#### Blood-Borne Pathogen Emergency

Contact Campus Safety at Ext. 4344. Campus Safety will contact Maintenance or Housekeeping staff to request they respond to the incident.

## Notification of Serious Injury/Illness or Death

### Notification of Serious Injury/Illness or Death of a Student, Staff, or Faculty Member

**Definition:** For the purposes of this protocol, a serious injury or illness is defined as a condition that is life threatening and/or will result in an absence from normal campus activities for an extended period.

The serious injury or death of a student, staff, or faculty member represents a tragic incident and/or loss for the campus community as well as for the family and friends of the injured or deceased. When tragedy does occur, the University will respond in a Christian sensitive and sympathetic manner. Incidents of this nature have the potential to impact the entire University community. Therefore, these guidelines have been established to provide an orderly, effective, and Christian caring response.

### Notification Action

**Internal Notification Responsibilities:** The responsibilities of campus staff and departments in the event of a serious injury/illness or death of a campus member are as follows:

1. Campus staff or departments who are informed of serious injury/illness or death shall inform, during business hours, the Vice President associated with the ill, injured, or deceased person. Outside of business hours, Campus Safety should be notified. Campus Safety will collect all pertinent information as soon as possible, providing the name, nature of the affiliation of the person with the University and such other information as is known or suspected about the injured, ill or deceased. Campus Safety will investigate and document any serious injury, illness or death occurring on the CUW campus as appropriate and in conjunction with state/local law enforcement.
2. Campus Safety will notify the Vice President of Student Success who will then notify the Vice President associated with the ill, injured or deceased person.
3. The Vice President of Student Success will also immediately inform the President, Executive Vice President, the Assistant Vice President of Marketing & Communications and the Campus Pastor.
  - a. For students, the Vice President of Student Success will also activate the Good Samaritan Team.
  - b. For a faculty or staff member, the President will appoint personnel to care for the individual and his/her family and friends and notify the Assistant Vice President of Human Resources.

**External Notification Responsibilities:** The responsibility of notifying family is as follows:

1. Notifications to the family or representatives of a deceased will be made according to the individual's "Emergency Notification" documentation in Banner. If no individual is listed in Banner, the person's spouse (if married) or parents will be notified.
  - a. **Student Notification:** In the case of a student, the family will be notified according to #1 above by one of the following individuals in order:
    - i. Campus Pastor
    - ii. Vice President of Student Success
    - iii. Dean of Students
  - b. **Employee Notification:** In the case of an Employee, the President will notify the family according to #1 above. If the President is unavailable, notification will be made in order by:
    - i. Campus Pastor
    - ii. The Vice President of the employee's area of service
    - iii. Executive Vice President

**Administrative Action**

1. The institutional response to a serious injury/illness which requires absence from the University community for an extended period, or death entails a series of administrative actions to settle accounts, resolve benefits issues, and close academic and personnel records.
2. Notifications must be made to several campus units in order that the above administrative actions can be taken in a timely manner. The particular notifications required depend on the nature of the circumstances. In order that the appropriate offices, be notified of actions that need to be taken, notification responsibilities are coordinated as follows.

## Death of Student, Staff, or Faculty

Effectuated Person	Notification Made From	Notification Made To	Action By Notified Office
STUDENT	Vice President of Student Success	Academic Office	1. Academic Office will notify student's current faculty and advisor
			2. Academic Office with withdrawing the student from classes if appropriate.
			3. The Vice President of Academics or designee will work with appropriate University parties and the <b>student's</b> family members to resolve academic issues.
			4. If the student is a resident, the VP of Student Life will notify the Director of Residence Life to initiate appropriate action.
		Financial Aid	The Assistant Vice President of Financial Aid & Student Accounts will work with the student's family to resolve any outstanding financial aid obligations or refunds as appropriate.
		Residence Life	If the deceased was a resident student, the Director of Residence Life will coordinate efforts with the family and roommates (if applicable) to remove the deceased property from the residence hall.
STAFF	Executive Vice President	Human Resources	1. HR will notify the deceased employees supervisor.
			2. HR will notify Concordia disability/survivor plan and FMLA.
			3. HR will work with family members of the deceased on identified issues.
FACULTY	Vice President of Academics	Human Resources	1. HR will notify the deceased faculty members supervisor.
			2. HR will notify Concordia disability/survivor plan and FMLA.
			3. HR will work with family members of the deceased on identified issues.

\* In the event of the death of a student, faculty or staff member, assigned roles may be adjusted to account for personnel availability and individual proximity to the deceased. Senior leadership may reassign responsibilities as needed to ensure appropriate coverage.

The President, the Vice President in the person's area of responsibility, and the Campus Pastor will coordinate care for the person's family needs which may include, but are not limited to a memorial service, establishment of a fitting campus memorial, and/or special and appropriate activities.

The President will appoint appropriate individual(s) to represent the University at the person's funeral.

Notification to the campus community of the death or serious injury/illness of a student or employee will be coordinated with the Assistant Vice President of Marketing & Communications and the Executive Vice President, Provost, Vice President of Student Life, and/or Vice President of Faculty Affairs.

## Public Health Emergency Response

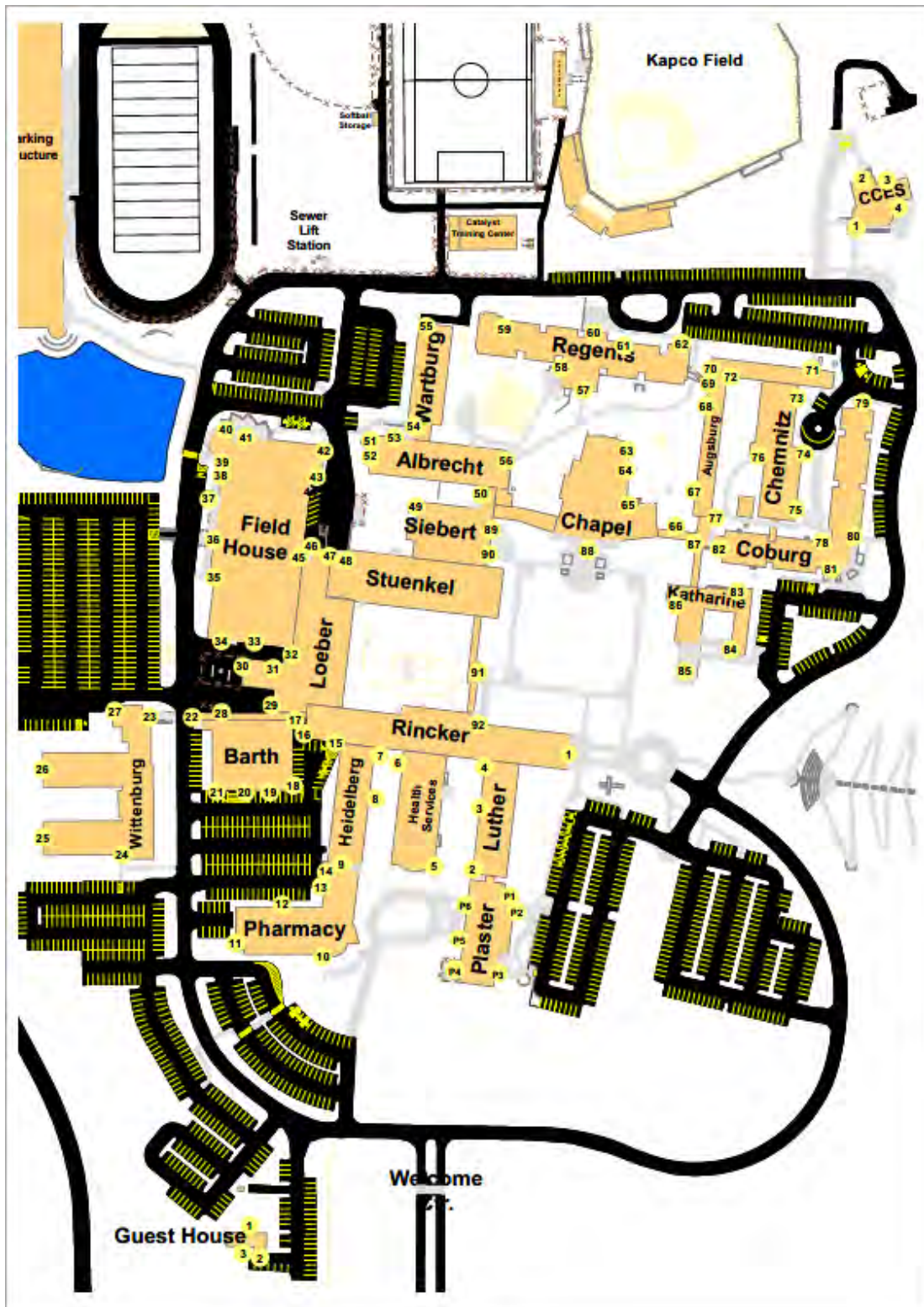
A public health emergency exists with the emergence of a serious illness that threatens to overwhelm public and private health systems. The initial response to the health and safety consequences of a public health emergency will generally occur at the Concordia University level with close monitoring and assistance from the Washington Ozaukee Public Health Department and the Wisconsin Department of Health Services. University actions will coordinate and align with other organizations at the local, state, and national levels that are similarly committed to assuring health and safety of the public.

With assistance from county, state, and federal agencies, Concordia University will be responsible for:

1. Management of epidemiologic surveillance and response activities, including contact tracing and the selection and implementation of disease control and prevention measures, such as vaccine/pharmaceutical administration for prophylactic or treatment purposes.
2. Communication of information to students, staff and faculty regarding prevention and control measures and the local effects of a disease.

## Appendix G: CUW Maps

Card Access Door Numbers: All Door Numbers:



Residence Halls and Parking Lots:



MAP KEY

ACADEMIC BUILDINGS

- AL** Albrecht
- B** Barth
- CH** Chapel of Christ Triumphant
- cces** Concordia Center for Environmental Stewardship
- FH** (R. John) Buick Field House
- HS** Health Professions
- LO** Loeber
- LU** Luther
- PH** Pharmacy
- R** Rincker
- RP** The Robert W. Plaster Free Enterprise Center
- S** Siebert Dining Hall
- ST** Stuenkel

RESIDENCE HALLS

- AU** Augsburg
- CM** Chemnitz
- CO** Coburg
- HE** Heidelberg
- KA** Katherine
- RE** Regents
- WA** Wartburg
- WI** Wittenberg

SPORTS FIELDS

- CP** Catalyst Park
- CS** Catalyst Sports Training Center
- FF** Fitting Field
- KP** Kapco Park
- TC** Tennis Courts
- TS** Tomasini Stadium
- BC** Recreational Basketball Court

MISCELLANEOUS

- CS** Campus Safety
- WC** Welcome Center
- IC** Interprofessional Clinic
- SLP** Speech Language Pathology Clinic
- A-Q** Parking (Lots A-Q)
- PS** Parking Structure
- 🏍️** Motorcycle Parking

## Appendix H: Record of Changes

DATE	CHANGE RECORDED BY	SECTION CHANGED/UPDATED
06/11/2021		Original
7/26/2021	D. Buntrock	Misc. Typographical Errors, Corrected Hyperlinks.
3/18/2022	D. Buntrock	Updated plan distribution list, External Resources.
5/14/25	D. Buntrock	Updated EOP, Distribution List, External Resources
1/1/2026	M. Stolte	Updates approved by CUW Exec Team
4/1/2026	M. Stolte	Plan redacted for publishing.