

CRISIS MANAGEMENT PLAN



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Adopted by Leadership Council

September 15, 2008

**Any questions about the Unity College Crisis Management Plan
should be directed to the President's Office 207.948.3131 x 341**

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UNITY COLLEGE CRISIS MANAGEMENT PLAN

I. CRISIS MANAGEMENT PLAN MISSION STATEMENT

Unity College is committed to the health, well-being and safety of its employees, students and visitors on our campus during emerging crises. Unity College seeks to minimize danger to life and safety resulting from the effects of an accident, a natural disaster or civil disturbance. This Crisis Management Plan is intended to have a Unity College Crisis Management Team able and ready to respond when such an emergency condition arises. The Plan further intends that the College will use its best efforts for a timely and effective response to any crisis.

Dr. Mitchell S. Thomashow, President
September 15, 2008

II. PURPOSE

This Crisis Management Plan (CMP) is prepared by Unity College, to provide a structured crisis response plan for use in the event of a crisis or traumatic incident, to ensure that college operations are stabilized and affected employees and students recover in a timely and healthy manner. The Plan describes the responsibilities of the Crisis Management Team and information necessary for them to request additional assistance from the community.

The Plan provides general background information pertinent to the College, its location, potential hazards, emergency response organization and responsibilities for interaction with the community in an emergency.

III. POLICY

Numerous crisis situations may arise on any college campus. These crisis situations range from natural disasters to civil disturbances. Stress and confusion are normal responses in any crisis; therefore, the timely and efficient implementation of the Crisis Management Plan will assure clear direction and continuity of control for key personnel. The response of the Crisis Management Team should always be consistent.

The **Crisis Management Plan (CMP)** and **Crisis Management Team (CMT)** will normally be activated only during an actual or imminent crisis that involves large numbers of people. Routine management of isolated incidents will not require the CMP to be implemented unless the incident poses a significant threat.

The procedures in this policy spell out how the institution and staff will respond to emergencies. For some emergencies, specific checklists have been developed and are included. Emergency steps may include, but not be limited to, warning employees, students, guest and other personnel on campus; communicating with personnel and community responders; conducting an evacuation and accounting for all persons in the facility; managing response activities; activating and operating an emergency operations center; fighting fires; shutting down operations; protecting vital records; and restoring operations.

IV. TERMS & DEFINITIONS

A. ***CAMPUS EMERGENCY***

Any emergency that might endanger the lives, health, well-being or, safety of the Unity College population or jeopardizes the habitation of its facilities.

B. ***COMMUNITY EMERGENCY***

Any emergency in the surrounding Unity community, Waldo County, Kennebec County or any area that might endanger the Unity College population.

C. ***CRISIS MANAGEMENT CENTER (CMC)***

The location from which the CMT will monitor, support and give direction during an emergency situation. Gives appropriate protective action and guides supportive personnel services to and from the site of emergency.

D. ***CRISIS MANAGEMENT TEAM (CMT)***

Individuals listed in this policy who will direct the College through a disaster or civil disturbance.

E. ***DEPARTMENT OF INSTRUCTION & ADVISING SERVICES (DIAS)***

The department charged with undergraduate student instruction and advising.

F. ***EMERGENCY WARNING SYSTEM***

Warning of danger may come via the nation's Emergency Warning System, which broadcasts over television and radio. When the Crisis Management Plan (CMP) is implemented by the President, key CMT members or their designated representative will begin the first stage of the Crisis Management Plan.

G. ***LEADERSHIP COUNCIL (LC)***

Individuals determined by the President who serve as a governance counsel to the President.

H. ***STATE OF EMERGENCY***

A condition which requires immediate action in order to save lives and maintain control of the Unity College campus. A state of emergency will be declared and terminated by the President or the designated alternate in Section V.B.

I. ***STATE OR NATIONAL EMERGENCY***

This type of an emergency will be managed by the Waldo or Kennebec County Emergency Management Agency. The Unity College CMT may be called on to assist in this event.

V. ORGANIZATION

A. CRISIS MANAGEMENT TEAM (CMT)

1. In a crisis situation, all resources and personnel will be applied to the management of the crisis under the direction of the Crisis Management Team.
2. The team has been selected and given the authority to make any necessary changes to College procedures in order to deal effectively with the crisis.
3. See section B for duties and responsibilities of each CMT member.
4. The CMT will consist of the following individuals:

<u>Name</u>	<u>Office Ext.</u>
President Dr. Mitchell Thomashow	221/341
Senior Vice President for Academic Affairs Dr. Amy Knisley	297/351
Vice President for College Advancement Mr. Robert Constantine	302/304
Vice President for Finance & Administration Mr. Roger Jolin	227/202
Dean for Student Affairs Mr. Gary Zane	241/236
Director of Facilities & Public Safety Mr. Roger Duval	287/245
Director of Human Resources Mrs. Kathleen Hale	369/368
Associate Director of College Communications Mr. Mark Tardif	292/302

B. DUTIES AND RESPONSIBILITIES OF CMT

1. PRESIDENT
The President will be the primary point of contact for the on-scene coordination and the CMT. In his/her absence, the Senior Vice President for Academic Affairs will assume control and responsibility of the CMT. If neither the President nor the Senior Vice President for Academic Affairs is on campus, the President will select a designated representative from the CMT to assume control and responsibility of the team.
 - a.) The President is responsible for the overall operation and management of the

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Crisis Management Plan.

- b.) Only the President, the Senior Vice President for Academic Affairs, or a member of the CMT can activate or deactivate the Crisis Management Plan (CMP).

NOTE: The individual who convenes the CMT will identify the CMC location.

- c.) Upon the activation of the CMP and identification of the CMC location, calls the CMT together. (SECTION VI.B.1/Page 9)
 - d.) When the CMP is activated, the President will move to the Crisis Management Center and manage all activities with the assistance of the CMT and all other support personnel.
 - e.) The President will arrange for external advisors (i.e., crisis management experts) if needed.
 - f.) The President will arrange for prompt campus debriefing and evaluation of plan following the crisis.
 - g.) The President will serve as spokesperson to media where appropriate or will designate a single spokesperson to respond in his stead. The President will designate a liaison for parents; designate liaison for volunteers.
 - h.) The President will ensure that the CMP is kept current and up-to-date.
 - i.) The President will ensure that appropriate communication is disseminated as needed.
2. SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS
In his/her absence, the Chair of the DIAS will act on his/her behalf.
- a.) Monitor all activities as related to academic affairs.
 - b.) Ensure all faculty are informed and apprised of current events.
 - c.) Responsible for providing the President with a departmental appropriate report, for crisis de-briefing.
3. VICE PRESIDENT FOR FINANCE & ADMINISTRATION
The Vice President for Finance & Administration will work with the physical plant staff, business office and the CMT to oversee physical and financial logistics. In his/her absence, the Director of Facilities will act on behalf of physical logistics, and the Accountant on behalf of financial logistics.
- a.) Assess financial implications of each type of disaster, arrange for required funds to be available in an emergency, oversee disbursement of funds, and maintain records of cost of the crisis for the college.
 - b.) Arrange contingency plan to meet payroll obligations.
 - c.) Ensure regular safety inspections of the college campus.
 - d.) Ensure that all city, state and federal officials have been appropriately notified.
 - e.) Responsible for providing the President with a departmental appropriate report, for crisis de-briefing.
4. DEAN FOR STUDENT AFFAIRS
In his/her absence, the Director of Residence Life/Assistant Dean for Student Affairs will act on his/her behalf.
- a.) Establish student counseling services appropriate to the crisis.
 - b.) In cases of evacuation, secure temporary shelter for the residence hall evacuees.
 - c.) Secure storage for any and all property removed from the crisis area.
 - d.) Responsible for providing the President with a departmental appropriate report, for crisis de-briefing.

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5. DIRECTOR OF FACILITIES

In his/her absence, the Maintenance Group Leader will act on his/her behalf.

- a.) Schedule and initiate Crisis Management drills and training. Evaluate each drill and submit findings and recommendations to the Leadership Council.
- b.) Ensure that all employees and students are aware of fire safety measures and evacuation plan for each building.
- c.) Update and counsel the President and VP for Finance & Administration.
- d.) Activate the appropriate emergency response procedures upon approval from the President.
- e.) Take immediate action to reduce the threat of injury or loss of life. Activate evacuation when required.
- f.) Provide logistical support for the CMT, including buildings, equipment and required resources.
- g.) Responsible for providing the President with a departmental appropriate report, for crisis de-briefing.

6. DIRECTOR OF HUMAN RESOURCES

In his/her absence, the Assistant to Director of Human Resources will act on his/her behalf.

- a.) Ensure that current employee contact information and lists are available to the CMP.
- b.) Access personnel records and help other leaders reach affected employees and their families.
- c.) Arrange a contingency plan to ensure that benefit plan claims can be processed and resolved during a crisis (health, life, disability).
- d.) Work with other leaders to have talent and succession plan in place to ensure the necessary work of the college can continue.
- e.) Ensure that employee counseling services are available if needed.
- f.) Responsible for providing the President with a departmental appropriate report, for crisis de-briefing.

7. ASSOCIATE DIRECTOR OF COMMUNICATIONS

In his/her absence, the Vice President of College Advancement will act on his/her behalf.

- a.) The Associate Director of College Communications will support the President or his designated spokesperson with all external communication regarding the crisis. He/she will be responsible for ensuring the implementation of the Crisis Media Guidelines. **(SECTION VII / Pages 10-11)**
- b.) Will be responsible for the preparation and release of all public announcements.
- c.) Responsible for providing the President with a departmental appropriate report, for crisis de-briefing.

C. DUTIES AND RESPONSIBILITIES OF SUPPORT PERSONNEL

Support personnel should be available to assist or respond as necessary.

1. VICE PRESIDENT FOR COLLEGE ADVANCEMENT

In his/her absence, the Advancement & Prospect Research Coordinator will act on his/her behalf.

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2. REGISTRAR/DEAN OF ENROLLMENT & RETENTION SERVICES
In his/her absence, the Office Coordinator will act on his/her behalf.
3. CHAIR OF THE DIAS
In his/her absence, the Vice Chair of the DIAS will act on his/her behalf.
4. DIRECTOR OF ADMISSIONS
In his/her absence, the Associate Director of Admissions will act on his/her behalf.
The Director will:
 - a.) Communicate pertinent information to potential students and families, as necessary.
5. DIRECTOR OF DINING SERVICES
In his/her absence, the Manager/Executive Chef and/or the Assistant Manager will act on his/her behalf.
6. DIRECTOR OF HEALTH SERVICES
In his/her absence, the Clinical Counselor will act on his/her behalf.
7. DIRECTOR OF INFORMATION TECHNOLOGY
In his/her absence, the Database Administrator will act on his/her behalf.
8. DIRECTOR OF RESIDENCE LIFE/ASSISTANT DEAN FOR STUDENT AFFAIRS
In the absence of the Director of Residence Life/Assistant Dean for Student Affairs, the Senior Resident Advisor will act on his/her behalf. The Director will:
 - a.) Identify any students needing counseling service during or after the crisis.
 - b.) Ensure that residence hall staff is familiar with crisis management plans and evacuation plans.
9. CLINICAL COUNSELOR
In his/her absence, the Director of Health Services will act on his/her behalf.
10. CHIEF PUBLIC SAFETY OFFICER
In his/her absence, the Director of Facilities will act on his/her behalf.
11. EMPLOYEES
Employees will provide support as called upon and will help identify students in need of counseling services during and after the crisis situation.

D. CRISIS MANAGEMENT CENTER (CMC)

1. The Crisis Management Center (CMC) will be directed by the President.
2. The CMC will be the single point for monitoring and coordinating all responses to a crisis situation.
3. Access to the CMC will be limited to the Crisis Management Team.
(SECTION V.A / Page 5) or designated representatives.
4. One of the locations listed below will serve as the Crisis Management Centers:
 - a.) PRIMARY SITE: President's Office
 - b.) SECONDARY SITE: After completion, the Unity House.
 - c.) ALTERNATIVE SITE: May include the Allison M. Hall Welcome.
5. Personnel will be notified of the CMC site by the President or the Associate Director of Communications.
6. Recommended CMC equipment
 - a.) Cellular telephone(s)
 - b.) Computer with fax capabilities
 - c.) Television/radio
 - d.) Marker and boards

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- e.) Reference materials (blueprints, maps, etc.)
- f.) Two-way radios
- g.) Back-up electrical generator

VI. GENERAL RESPONSE OF CMT

The following steps are designed to provide efficient and immediate responses to any crisis situation on or near the Unity College campus:

A. **ARRIVAL ON THE SCENE DUTIES** *(first CMT member to arrive on the scene)*

1. Determine the type, extent and location of the emergency. Check the facts with the Public Safety Office.
2. Notify the President; if he/she is unavailable, contact the Senior Vice President for Academic Affairs to determine the need for the team to convene.
3. Establish the Crisis Management Center. [\(SECTION V.D / Page 8\)](#)
4. Follow procedures in the Crisis Management Plan, adapting the plan to fit the current crisis.
5. Send personnel to evacuate and secure the area if necessary. [\(SECTION VIII / Pages 12\)](#)

B. **CRISIS MANAGEMENT CENTER DUTIES** *(those CMT members present at the CMC with the President or his/her alternate delegating duties among those present)*

1. Via phone tree contact each member of the CMT and the Director of Residence Life/Assistant Dean for Student Affairs.
2. In cases of evacuation, begin an accounting of all students, faculty, staff, and visitors.
3. Establish procedures for further evacuation in case the incident expands. This may include sending students and faculty home by normal means or providing transportation. See “Evacuation Plan” in [\(SECTION VIII/Pages 12\)](#)
4. Begin planning to secure equipment and structures.
5. Designate a team member to keep a detailed log of events and responses to the situation. Log the time and any deviations from the Crisis Management Plan.
6. Announce the event to the campus community, either by e-mail, public announcement in cafeteria/student center, by phone, or by written memo/letter.
7. For natural disasters or events requiring evacuation, choose and broadcast one of the following Early Warning System messages via phone (switchboard operator) and e-mail to the campus.
 - a.) Emergency Preparation.
“This is (Name), with an official disaster alert. A (Type of Crisis) is expected to strike the Unity College Campus within (Time).”
 - b.) Mass Evacuation.
“This is (Name), with an official disaster alert. A (Type of crisis) has occurred or is in progress at (Location).”
 - c.) Each of these messages will be followed with specific commands; for example:
 1. Stay where you are.
 2. Move away from windows.
 3. Proceed to **(insert specific shelter name here)**.
 4. Evacuate all buildings.
8. Assess available CMT personnel and designate (1) or more for call center operations.

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C. GENERAL RESPONSE (for crisis situations not detailed in this plan)

1. Assess the situation.
2. Warn employees and students.
3. Communicate with personnel and community responders.
4. Conduct an evacuation and accounting for all persons in the facility.
5. Activate and operate an emergency operations center.
6. Shut down operations.
7. Protect vital records.
8. Restore operations.
9. Re-establish feelings of safety, stability, control, and normalcy as quickly and cost-effectively as possible.

VII. CRISIS MEDIA GUIDELINES

A. OBJECTIVES

1. Communicate timely, accurate, and truthful information to the involved communities.
2. Retain public confidence in the college by reducing rumor and uncertainty.
3. Protect the welfare of students and employees.

B. INITIAL RESPONSE TO CRISIS

1. The President will serve as spokesperson to media where appropriate or will designate a single spokesperson to respond in his stead and an alternate.
2. Determine an appropriate media response.
3. Work with public safety to arrange for media personnel (photographers and videographers) on site as warranted by circumstances and safety.
4. Establish media center for media representatives.
 - a.) The Media Center will be in appropriate proximity to the Crisis Management Center and will be staffed by appropriate personnel from the College Advancement staff.
5. Arrange regular news briefings/conferences depending on nature, location and extent of crisis, detailing the information from news release.

C. RELEASE OF INFORMATION POLICY

1. **Specific names of persons that died or were injured will not be released until the immediately family has been notified.**

Depending on the nature of the crisis, the news media *may be given* any or all of the following information about the crisis, at the discretion of the College

Communications Office:

- a.) Nature and location of the crisis.
- b.) Current status of crisis.
- c.) Person(s) or issue(s) involved.
- d.) Unity College's official response to the crisis.
- e.) Number of deaths/injuries. (if any)
- f.) Names of dead/injured. (**only after families have been notified**)
- g.) Approximate time event happened and when it came under control.

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- h.) Damage. (avoid giving specific dollar figures until insurance companies approve)
- i.) Effect on Unity College's operation for the following day/week/month.
- j.) Basic facts about Unity College, its mission and programs.
- k.) When the next information will be available.
- l.) Name and title of spokesperson(s) to which the facts can be attributed.
- m.) Only the following "*directory information*" about *students* may be disclosed, according to the Family Educational Rights and Privacy Act (FERPA):
 - 1. Name and address
 - 2. Date and place of birth
 - 3. Major Field of study
 - 4. Participation in officially recognized sports and activities
 - 5. Weight and heights of athletes
 - 6. Dates of attendance
 - 7. Degrees and awards received and other similar information

D. MEDIA RELATIONS POLICY (*dealing with the media and general inquiries*)

- 1. Follow guidelines of "Release of Information Policy".
- 2. The presence of a reporter or photographer will be communicated to the Associate Director of Communications; if he/she is unavailable notify any member of the Crisis Management Team or the President's Office.
- 3. No reporter is to enter a residence hall without prior permission from the Associate Director of Communications, Dean of Student Affairs, or Director of Residence Life/Assistant Dean for Student Affairs.
- 4. All inquiries, including telephone, by the media or general public during a crisis will be referred and routed to the Unity College Communications Office at 207.948.3131 x 292. Inquiries from parents should be directed to the Dean for Student Affairs Office (x 241/236).

E. EVALUATION POST CRISIS

- 1. Call meeting of all staff involved in Crisis Communication.
- 2. Review all internal and external communication about the crisis.
- 3. Review all media coverage; Determine strengths and weaknesses of plan's execution.
- 5. Make amendments to the plan as determined by evaluation.

VIII. EVACUATION PLAN

Where there is sufficient advance warning of a natural or human caused disaster and the College population is considered to be in immediate danger, timely and systematic evacuation may be required.

A. ON-CAMPUS

- 1. Evacuation of premises.
 - a.) The first person who is aware of a crisis (fire, bomb threat, gas leak, chemical spill, etc.) requiring evacuation of a building or area should direct evacuation of the immediate area by activating the fire alarm, if any, and contacting Public Safety.

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- b.) Begin appropriate evacuation as necessary.
2. Evacuation Procedures
 - a.) There is a designated Emergency Assembly Area for each building (see table below). If evacuation is required all will go to the designated Emergency Assembly Area for the buildings in which they are located.
 - b.) Following an evacuation, no one should re-enter any buildings until officials declare the area safe.

<u>BUILDING</u>	<u>EMERGENCY ASSEMBLY AREA (6) SITES</u>
Cianchette Hall	Cianchette parking lot
Constable Hall	Constable Hall lawn
Cottages	Cottages parking lot
Eastview	Constable Hall lawn
Health & Wellness Center	Cianchette parking lot
Koons Hall	Murdock Drive
Dorothy Webb Quimby Library	Commuter parking lot
Maintenance	Maintenance front parking lot
Maple Wood	Cottage parking lot
North & South Coop	Murdock Drive
OAC	Murdock Drive
Student Activities Building	Commuter parking lot
Allison M. Hall Welcome Center	Murdock Drive
Westview	Constable Hall lawn
Wood Hall	Murdock Drive

B. OFF-CAMPUS

1. The CMT will contact Public Safety (x232/335 or 948.2268) for traffic support to direct traffic flow away from the source of danger. Routes of egress will be chosen in relation to the crisis.
2. Those able to leave by automobile or other means should proceed to a designated off-campus Evacuation Assembly Areas listed below:
 - a.) Unity College Centre for the Performing Arts
 - b.) Field of Dreams
 - c.) Unity Elementary School

IX. PROCEDURES FOR SPECIFIC CRISES

A. FIRE

1. Sound the alarm and evacuate the premises following Evacuation Plan. ([SECTION VIII / Pages 12](#))
2. Contact Public Safety (x 232/335 or 948.2268) who will alert the CMT (Crisis Management Team).

B. SEVERE WINTER STORM OR BLIZZARD

Announcements of administrative closing will be on the following radio and television

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stations: Radio: WMME 92 Moose (92.3 FM) and Television Channel 5 (WABI-TV). An email message will be sent by the Associate Director of Communications to employee and student distribution lists and the campus voice mail system will be revised to reflect the closing.

C. *LIGHTNING STRIKE*

If someone has been struck by lightning notify Public Safety immediately (x 232/335 or 948.2268).

D. *BOMB THREAT (See Appendices, Pages 3 and 4, for additional information)*

1. Sound the alarm and evacuate the premises following Evacuation Plan. [\(SECTION VIII/Pages 12\)](#)
2. Contact Public Safety (x 232/335 or 948.2268) who will alert the CMT (Crisis Management Team).
3. Evacuate buildings and proceed to Emergency Assembly Area and account for all employees and students.
4. Following an evacuation, no one should re-enter any buildings until officials declare the area safe.

E. *GENERAL RESPONSE TO NATURAL DISASTERS*

1. Retain all students, staff, and visitors inside the building.
2. Seek shelter in the lowest levels of buildings or an interior hallway, remaining clear of exterior windows and doors.
3. If it is safe to do so, evacuate rooms having large roof spans (gym, etc.) or those that are located where they will receive the full force of the wind.
4. If caught in open country, lie flat in the nearest depression, such as a ravine or ditch.
5. Employees and other personnel traveling to the College should take shelter, if possible, at a safe location. His/her supervisor should be contacted as quickly as possible informing him/her of his/her location.
6. Account for all employees and students.
7. Monitor the am/fm radio for information and warning notices.
8. Notify utility companies of any break or suspected break.
9. Shut off all electrical utilities. (When services are restored, check the effects of the storm on the facilities (broken windows, safety hazards, refrigeration, clocks, etc.))
10. Provide status reports on a regular basis to the Director of Facilities.

F. *HAZARDOUS MATERIALS ACCIDENT*

Hazardous materials are substances that are flammable or combustible, explosive, toxic, noxious, corrosive, oxidizable, an irritant or radioactive. A hazardous materials accident can occur on site (i.e., spill of some corrosive material or broken gas line) or near enough to the campus to be a potential hazard (i.e., highway accident causing a spill of some highly toxic materials or release of some toxic gases into the air from an industrial accident or fire).

Some hazardous materials accidents will be minor and only involve the immediate evacuation of a site and others may be large enough to necessitate relocating all students, staff, and other

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persons to either a safer location on campus site or to an evacuation area away from the site. The nature, severity, and potential for health injury of the hazardous materials accident will determine the type of response required.

Whatever the severity of the hazardous materials accident, college personnel should not attempt to take it upon themselves to remove a known or possibly hazardous chemical or substance. There are personnel trained and equipped to do so.

1. On-Site Chemical Accidents

In the case of a chemical accident on campus or if the college wants to have a possible hazardous chemical removed, these are the steps to follow:

a.) Contact Public Safety (x 232/335 or 948.2268).

2. Off-Site Chemical Accidents

It is anticipated that major chemical accidents may occur off site, probably on nearby major streets and highways, as well as nearby industrial areas. Chemical accidents of disaster magnitude would probably be the result of a tank truck, railroad, or industrial accident by the release of large quantities of toxic gases. In these instances the College will probably be contacted directly by the police and/or fire departments. When evacuation of the area is necessary, College personnel will probably be directed to a specific relocation area by the local response agencies involved (fire, police, etc.).

These are some actions/considerations to be addressed in the case of a major chemical accident posing a potential hazard to the College:

a.) As appropriate, contact Public Safety (x 232/335 or 948.2268).

b.) Determine the need to *remain inside/outside*.

c.) Determine whether students and staff should leave College grounds.

[\(SECTION IX / Pages 13-16\)](#)

d.) Maintain safety of employees, students and visitors in a secure area.

e.) Render first aid, as necessary.

f.) Return to site/building after government agency officials (fire department/police/Hazardous Materials Team) have declared area safe.

G. POWER FAILURE

The response procedures are dependent upon whether we have or do not have advance warning and whether classes are in session or not in session.

1. Power outage with advance warning will be communicated from the Director of Facilities to the President's Office. The President's Office will notify the campus as appropriate.
2. Announcements of an administrative closing due to power failure with advance notice or without will be on the following radio and television stations:

Radio: WMME 92 Moose (92.3 FM)

Television: Channel 5 (WABI-TV)

Additionally an email message will be sent by the Associate Director of Communication to employee and student distribution lists and the campus voice mail system will be revised to reflect the closing.

H. ACTS OF VIOLENCE

For any and all act and/or threat of physical violence:

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1. General Response
 - a.) Contact Public Safety (x 232/335 or 948.2268).
 - b.) Public Safety determines the need to contact local emergency services.
 - c.) Contact Director of Residence Life/Assistant Dean for Student Affairs and/or Dean for Student Affairs.
 - d.) If needed, contact the President.
2. Communication Plan for Severe Acts of Violence
 - a.) Begin evacuation or lockdown as appropriate or as directed by emergency personnel.
 - b.) Communicate accurate information to campus and other communities as determined by the CMT, for example utilizing the following methods:
 1. Campus email system (member of CMT/designee).
 2. Resident Advisor phone communication plan.
 3. Crisis Media Guidelines. ([SECTION VII / Pages 10-11](#))

I. ACTIVE SHOOTER RESPONSE

An active shooter is a person who appears to be actively engaged in killing or attempting to kill people in an area on campus. In most cases, active shooters use firearm(s) and there is no pattern or method to their selection of victims. These situations demand immediate deployment of law enforcement resources to reduce the chance of injuries. This document provides guidance to faculty, staff, and students who may be involved in this type of situation.

1. Contact Emergency Personnel
 - a.) Call Public Safety (ext. 232 or 948.2268).
 - b.) If outside, utilize emergency “blue-light” phones.
2. Provide Information to Emergency Personnel
 - a.) Your name
 - b.) Location of incident
 - c.) Number of shooters
 - d.) Activate CMT
 - e.) Identification/Description of shooter(s)
 - f.) Location of injured
3. Campus Personnel Emergency Response
 - a.) Campus-wide email *
 1. Describe situation and recommendations.
 - b.) Campus-wide phone message *
 1. Sent through switchboard.
 - c.) Public Safety secure campus
 1. Sent by Public Safety.*
4. Active Shooter Response Script
5. Recommendations If Shooter is Not In Building
 - a.) Take cover in room that can be locked (if unable to lock door or move to lockable room, barricade door with desks, file cabinets, tables, etc.).
 - b.) Turn off lights.
 - c.) Close shades and blinds.
 - d.) Once room secured, stay low and away from windows/doors.

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- e.) People positioned behind additional protection (desks, tables, etc.).
 - f.) Encourage people to remain calm and quiet.
 - g.) Wait for emergency personnel for further instructions.
6. Recommendations if Shooter is in Building
- In most cases, following recommendations listed in subsection 4 is preferred. If leaving building is necessary and possible:
- a.) Have escape route planned out.
 - b.) Do not attempt to carry anything during escape/keep hands visible.
 - c.) Do not attempt to remove injured people.
 - d.) Notify anyone you encounter to exit building.
 - e.) Take protective cover once outside.
 - f.) Wait for additional instructions from emergency personnel.
7. Law Enforcement Response
- a.) Main objective is stop shooter.
 - b.) Treating injured is secondary response.
 - c.) Oversee all actions once present.

J. DEATH OR SERIOUS INJURY

These procedures apply when addressing a situation involving serious injury or the loss of life of a Unity College student, employee, or visitor to campus.

1. On-Site Response
 - a.) Contact Public Safety (x 232/335 or 948.2268)
 - b.) Contact President, who will activate CMT.
 - c.) Assist in identification of injured/deceased.
 - d.) Assist (if necessary) in securing scene of incident (evacuate area, crowd control, appropriate information, etc.).
 - e.) If the injured person is an employee, their supervisor must file an accident report with the Human Resources Office.
2. General Response
 - a.) No public notification should be made, in cases involving death, until the medical personnel have confirmed death and identity of the deceased.
 - b.) Once medical officials have authorized notification, family members may be contacted by designated college administrator. This notification may be done in conjunction with medical and/or law enforcement officials.
 - c.) Family members should be given information relating to local law enforcement, hospital, mortuary, travel arrangements, accommodations, etc.
 - d.) Health and Counseling services should be notified to discuss appropriate campus needs and concerns.
 - e.) The Associate Director of Communications, in conjunction with the President, will communicate appropriate information to media and public.
(SECTION VII / Pages 10-11)
 - f.) Appropriate notification of campus should be done by the President or designated administrator.
3. Other
 - a.) Continue appropriate counseling services for employees and students as needed.
 - b.) Notify Board of Trustees (by President).

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- c.) Continue contact with family for needs and concerns.
- d.) Notify campus of appropriate medical update (for injury) and funeral information (for death).
- e.) Arrange on-campus service if appropriate.
- f.) Determine appropriate college representatives for funeral.
- g.) Send flowers/sympathy card on behalf of College.
- h.) Consider memorial fund if appropriate.
- i.) In case of death, notify all appropriate offices with regard to mailing lists, billing, etc.

X. RESUMING OPERATIONS

1. Immediately after an emergency, take steps to resume operations.
2. Establish a recovery team, if necessary. Establish priorities for resuming operations.
3. Continue to ensure the safety of personnel and students on the property. Assess hazards. Maintain security at the incident site.
4. Conduct an employee briefing.
5. Keep detailed records. Take photographs of or videotape the damage.
6. Account for all damage-related costs. Establish special job order numbers and charge codes for purchases and repair work.
7. Follow notification procedures.
 - a.) Notify employees' families about the status of personnel on the property.
 - b.) Notify off-duty personnel about work status.
 - c.) Notify insurance carriers and appropriate government agencies.
8. Protect undamaged property. Close up building openings. Remove smoke, water and debris. Protect equipment against moisture. Restore sprinkler systems. Physically secure the property. Restore power.
9. Conduct an investigation. Coordinate actions with appropriate government agencies.
10. Conduct salvage operations. Segregate damaged from undamaged property. Keep damaged goods on hand until an insurance adjuster has visited to the premises, but you can move material outside if it's seriously in the way and exposure to the elements won't make matters worse.
11. Take an inventory of damaged goods. This is usually done with the insurance adjuster. If you release goods, obtain a signed inventory stating the quantity and type of goods being removed.
12. Restore equipment and property. For major repair work, review restoration plans with the insurance adjuster and appropriate government agencies.
13. Assess the value of damaged property. Assess the impact of business interruption.
14. Maintain contact with suppliers.

XI. EVALUATION OF CRISIS MANAGEMENT

A. REVIEW INTERNAL PLANS & POLICIES

- | | |
|--------------------------------------|---------------------------------|
| 1. Evacuation plan | 8. College closing policy |
| 2. Fire protection plan | 9. Employee manuals |
| 3. Safety and health program | 10. Hazardous materials plan |
| 4. Environmental policies | 11. Process safety assessment |
| 5. Security procedures | 12. Risk management plan |
| 6. Insurance programs | 13. Capital improvement program |
| 7. Finance and purchasing procedures | 14. Mutual aid agreements |

B. MEET WITH OUTSIDE GROUPS

1. Community emergency management office
2. Town officials
3. Local emergency planning committee (LEPC)
4. Local fire department
5. Waldo County Sheriff's Department
6. Emergency Medical Services Organization
7. American Red Cross
8. National Weather Service
9. Road Commissioner
10. Planning Commission
11. Telephone companies
12. Electric utilities
13. Neighboring businesses

C. IDENTIFY CODES & REGULATIONS

1. Identify applicable federal, state and local regulations such as:
 - a.) Occupational safety and health regulations
 - b.) Environmental regulations
 - c.) Fire codes
 - d.) Transportation regulations
 - e.) Zoning regulations
 - f.) Administration policies

D. IDENTIFY & REVIEW CRITICAL SERVICES & OPERATIONS

1. College services and the facilities and equipment needed to maintain them.
2. Lifeline services such as electrical power, water, sewer, gas, telecommunications and transportation.
3. Operations, equipment and personnel vital to the continued functioning of the facility.