



Middlebury

Emergency Operations Plan

March 2024

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STATEMENT OF APPROVAL

This Emergency Operation Plan supersedes all previous Emergency Operations Plans.

The authority to amend, modify and update this plan is given to the Associate Vice President of Safety and or their designee, maintenance and minor updates are authorized without the approval of Senior Leadership.

Adopted by the Senior Leadership Group on March 27, 2024.

RECORD OF CHANGE

[illegible]

INTRODUCTION

This plan provides a consistent and documented **emergency operations process** for response to the range of events or issues which either are—or have the potential to become—a crisis for Middlebury College.

Plan Scope

The plan uses an “all-hazards” approach—a scalable, consistent management process to respond to a full range of emergencies and risks. An “emergency” is an adverse physical event or series of events that has the potential to harm the safety of those on campus, damage property, disrupt crucial operations and systems and/or require significant coordination of resources to meet community needs. An emergency can have enterprise-wide impacts and consequences severe enough to threaten the organization's fundamental viability. Examples of events which may require any level of activation and response by the Emergency Management Team (“EMT”) include:

Emergencies—Incidents that threaten human and animal life, safety, health, property, or the environment. Examples include:

- student or staff death (suicide or homicide) related to Middlebury
- student or staff violence, protests
- active threat on campus
- natural disasters
- terrorism
- chemical/environmental spill/hazard

Business Interruptions—Incidents that interrupt or threaten the process of education, research, or other transactions essential to Middlebury’s mission. Examples include:

- critical utility outages
- non-violent unlawful building occupations, labor strikes/job actions
- IT (Information Technology) system failures or disruptions
- data breaches

Any of the above may become crises requiring effective coordination with Middlebury’s Crisis Management Team.

Plan Components

This plan is organized into four sections and details the critical components of effective management. They are:

- **Response Structure and Team Roles**—alignment with other response functions, membership, roles, and responsibility of the Emergency Management Team (EMT).
- **Team Activation**—when and how the EMT activates and deploys.
- **Team Operations**—a process to expedite EMT operations, decision-making, effective coordination, and information sharing. Specific tools can be found in the separate Emergency Operations Toolkit.
- **Emergency & Crisis Communications**—a process designed to ensure coordinated and consistent communications with all stakeholders, including students, faculty, staff, alumni, parents, media, social media, and local community.
 - Note: More detailed information regarding the role of the Crisis Communications Team (CCT) is provided in Middlebury's Crisis Communications Plan.

Also included are the following:

- **Plan and Capability Maintenance** — including updated guidance, training, and exercising recommendations.

Planning Assumptions

Middlebury will operate under the following assumptions that are incorporated into this plan:

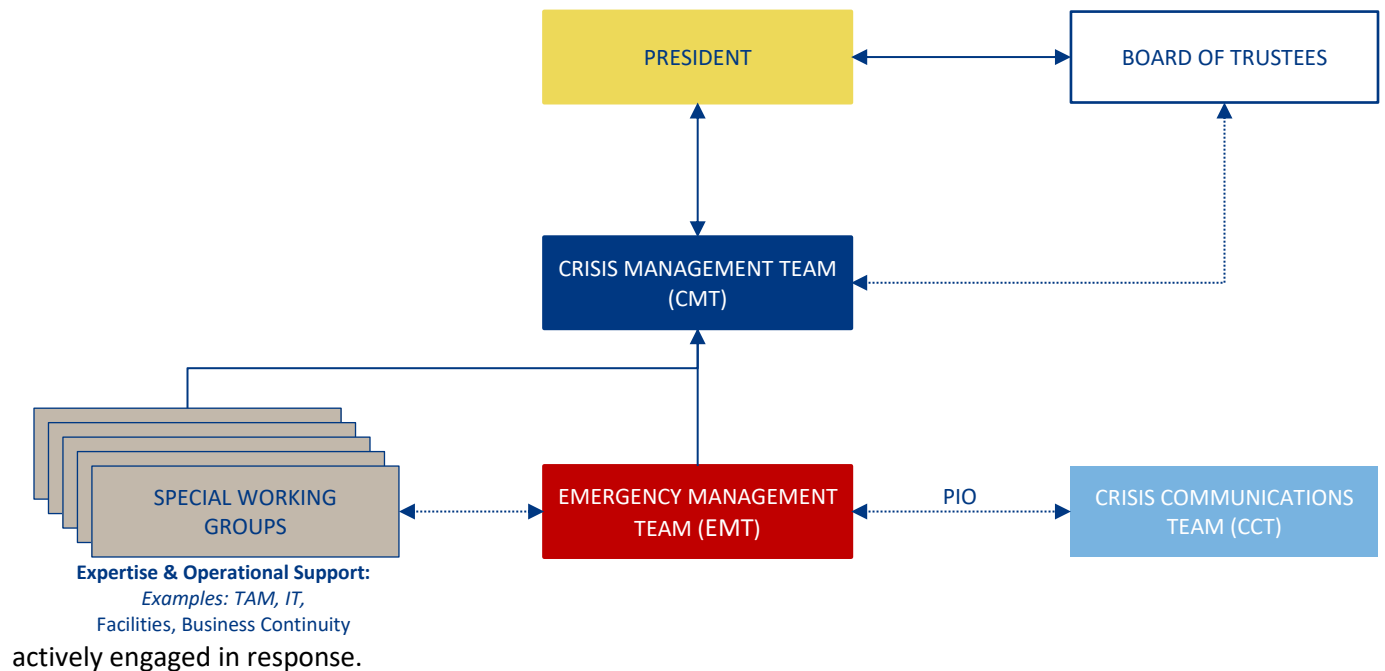
- Emergencies may be localized (such as a fire or explosion) affecting one mission-critical facility or a far-reaching regional emergency, such as a natural disaster or terrorist event.
- In a regional emergency, immediate resources may be unavailable for up to 72 hours including:
 - Emergency response by fire, medical, police,
 - Water delivery, electrical power, natural gas, telecommunications and IT systems,
 - Access to major roads, overpasses, or bridges which may be damaged and impassable or unsafe.
- Normal suppliers may not be able to deliver critical operational and care and shelter resources.
- Buildings and other college structures may be damaged and unavailable for use.
- Unsafe conditions including structural and toxic environments may exist.
- People may become stranded at the college, and conditions may be unsafe to travel off campus.
- Critical research and animals may be threatened.

This plan shall be subordinate to applicable jurisdictions that may include Town, County, State or Federal plans during a disaster declaration by those authorities.

SECTION 1: RESPONSE STRUCTURE & TEAM ROLES

Overview

Middlebury's approach to crisis and emergency management is designed to allow individual teams to focus on their distinct roles and responsibilities in managing events and/or incidents, while providing a common strategy, resource coordination, and information sharing. This approach provides the flexibility to expand or contract to meet the specific needs of a particular situation. Each team can operate both independently (i.e., no other teams are activated) or in a coordinated fashion when all teams are



Crisis Management Team (CMT)

The Crisis Management Team (CMT) is the executive level oversight and strategic decision-making body for Middlebury during a potential or actual crisis. When activated, the CMT is responsible for and has the authority to:

- Make policy and strategic decisions related to the crisis that have significant implications for Middlebury.
- Identify/forecast/manage key issues and consequences stemming from the incident or event.
- Provide strategic guidance to the EMT when activated.
- Approve the communications strategy and key message points developed by the Crisis Communications Team for both internal and external stakeholders.
- Guide the overall recovery strategy including sequence and resumption of campus activities, large expenditures and capital improvements or reconstruction.

Emergency Management Team (EMT)

The Emergency Management Team manages the College's operational/tactical response to an emergency event or incident consistent with the Incident Command System (ICS) and in alignment with the intent and purpose of FEMA's National Incident Management System (NIMS). This includes setting operational objectives and priorities such that they—safely—achieve the strategic objectives defined by the Crisis Management Team (CMT); developing an Incident Action Plan to stabilize the emergency and mitigate threats; directing all tactical, care, shelter, and recovery resources; and guiding recovery operations.

The EMT's responsibilities include:

Saving/Protecting Lives—Mitigating life-safety threats by supporting the appropriate first responders in stabilizing emergency conditions, managing building evacuations, fire suppression, search and rescue, EMS (Emergency Medical Services), emergency communication, and utility stabilization.

Protecting College Environment, Systems, Property, and Critical Programs—Performing building inspections, establishing facilities' security, shelter, food, and water.

Restoring Operations—Securing vital College records, securing, and reoccupying buildings or reallocating space, and obtaining emergency recovery supplies through mutual-aid arrangements.

Supporting Community Needs—Providing available space to external agencies and assisting outside organizations in Vermont - (e.g.: Red Cross, Vermont Department of Health, Town of Middlebury) as well as neighboring residents with care and shelter resources when appropriate.

NOTES:

- Middlebury's Emergency Operations Plan recognizes that in some instances, significant financial, strategic or policy decisions are required to be made by the CMT.
- The EMT Director or their designee will regularly brief the CMT on the latest situation status and consult with the CMT as necessary to advise and assist in making strategic and emergency-related policy decisions impacting the College. The President may join CMT meetings for these briefings and has the discretion to issue emergency-related decisions on behalf of the institution.
- On a limited number of key issues e.g., national security, etc.; the EMT Director will report directly to the President.

Crisis Communications Team (CCT)

The Crisis Communications Team (CCT) is responsible for strategic communications to ALL internal and external stakeholders. Responsibilities include:

- Developing the crisis communications strategy and plan for approval by the CMT.
- Identifying all non-crisis related communications activities scheduled and developing a Calendar of Events to inform understanding of the issue/ crisis's context.

- Developing key messaging and position statements.
- Developing all derivative, stakeholder specific communications materials.
- Conducting media relations activities (in coordination with EMT Director/Joint Information Center when applicable).

Emergency Management Team (EMT) Structure, Membership, Roles & Responsibilities

The EMT uses a management structure known as the Incident Command System (ICS). The ICS structure provides a multidisciplinary, all-hazard, and organizationally flexible management approach that ensures unity of command, control, accountability, and scalability in responding to a range of incidents that vary in complexity and/or severity. It relies on the National Incident Management System, a federal framework that provides a standard and coordinated hierarchical approach to preparing for, responding to, and recovering from any emergency. ICS enables:

- Activation of resources to the particulars of an event.
- Scalable and rapid growth and assignment of key personnel to respond to changing conditions, response requirements, and priorities.
- Necessary control to direct and coordinate multijurisdictional operations and agencies responding.
- Cost effectiveness and efficiency by avoiding duplication of efforts and coordinated resource management.

When activated, the EMT will not resemble the day-to-day organization of the College, and reporting relationships and structures may differ as well. As the severity of the emergency increases or decreases, assignments may change as necessary to best manage the emergency at the discretion and direction of the EMT Director.

The two functional areas in the EMT structure are the:

Command Staff: Provides overall emergency response leadership, direction, information, communications, safety, and liaison services for Middlebury.

General Staff: Responsible for delegated functional areas necessary to accomplish the response.

As part of EMT activation, all activated members of the Command Staff and General staff report to the Emergency Operations Center, where they stay until relieved or dismissed by the EMT Director.

When the EMT is activated, ALL activated Team Members are expected to:

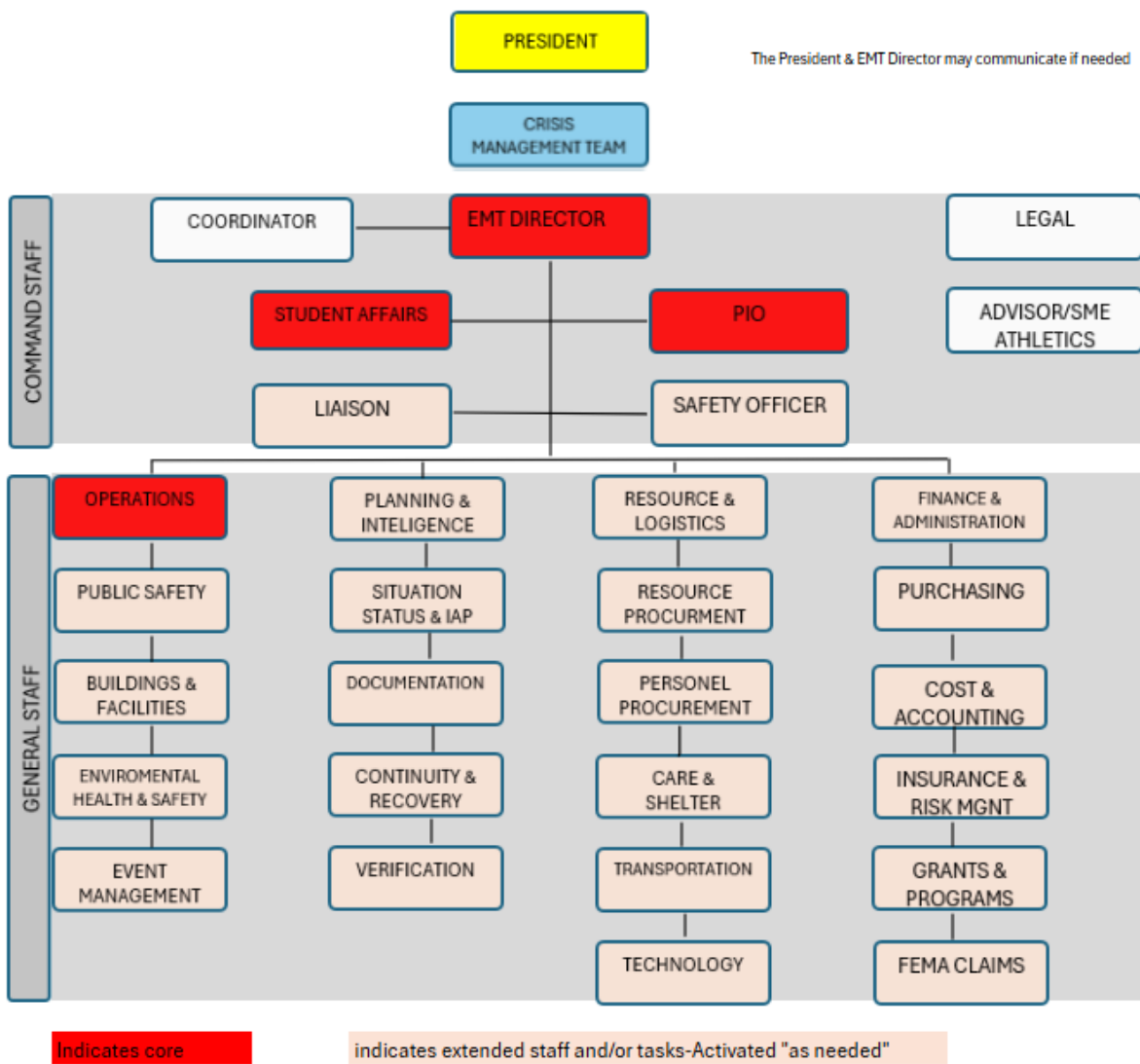
- Give priority to EMT response activity assignments over daily functional responsibilities.
- Report as directed to EOC or alternate location as soon as possible and remain until relieved by Director.
- Provide subject matter expertise, advice and counsel related to the team member's specific assignment, area of experience and responsibility.
- Ensure that all tasks identified during the EMT meeting are understood and that team members' responsibilities are carried out within the agreed-upon time.

- Designate a replacement to cover responsibilities of daily operations to the extent possible.
- **Maintain confidentiality.**

Field Response:

Employees operating in the field in a hands-on capacity report up through the Field Incident Commander—if established—who, in turn, reports to the Operations Section Chief. If no Field Incident Command is established, field staff report up through the chain of command to the Emergency Operations Center. This approach may supersede regular reporting lines during an emergency.

All other campus departments follow standard relevant departmental emergency operating policies and communicate within their normal chain of command unless activated and/or directed otherwise by the EMT. The following depicts EMT team membership and the Incident Command Structure.



Roles and Responsibilities: Command Staff

EMT Director/Overall Incident Commander (IC)

Responsible for the management of the overall operational response to the incident or event—including the development of the tactical strategy and the deployment of resources necessary to stabilize and mitigate threats and restoration of Middlebury operations—in alignment with the strategic mission and goals set by the CMT. The EMT Director or their designee informs and updates the CMT on the situation through status briefings and identifies and provides guidance on key decisions for the CMT; reviews and approves all tactical public communications related to the event; and conducts post event de-briefings and after-action assessments.

Student Affairs

Monitors, evaluates, and assesses the impact of the incident or event on all students. Assists in the development of emergency student/family messaging. Responsible for coordination of student care, support, shelter, and student emergency monetary assistance. Develop strategies for short- and long-term recovery relating to classes, student housing, and services and related activities for students.

Public Information Officer (PIO)

Serves as Middlebury's official spokesperson during an emergency/disaster. Liaises between the EMT, Crisis Communications Team (CCT), and the news media. Supports tactical campus communications (via alert systems, social media, web messaging, etc.), provides media updates in coordination with CCT, coordinates messaging with outside entities and Joint Information Center (when applicable), and ensures that only those administrators authorized to do so speak with the media. NOTE: All communications during EMT activations must have the approval of the EMT Director.

EMT Coordinator

Facilitates EMT process in support of Director. Sets up EOC facility; provides available supplies, communications, and other equipment; monitors police communications supporting verification process; compiles logs following the incident. As assigned, operates Mass Notification System and other emergency communications. Maintains member roster and EOC sign-in and out.

Safety Officer

Monitors and evaluates all operations for hazards and unsafe conditions and develops measures for assuring safety of personnel and first responders during emergency response. Ensures safety messages and briefings are made, reviews IAP for safety implications. Initiates preliminary workplace injury investigations.

Liaison

Initiates and maintains contact with assisting public or private agencies (e.g., American Red Cross, FEMA (Federal Emergency Management Agency), Town/State Offices of Emergency Services/OES), utilizes Memoranda of Understanding when necessary, and helps coordinate and track mutual-aid support and assistance.

Roles and Responsibilities: General Staff

Operations Section Chief

Assumes operational oversight and direction of the multi-department response under the direction of the EMT Director. Also manages on-scene emergency responders and Middlebury field incident command. In addition, the Operations team is responsible for:

- Public Safety
- Buildings and Facilities
- Environmental Health and Safety
- Events Management

Planning and Intelligence Section Chief

Receives, evaluates, documents, and analyzes all event information, and provides regularly updated situation status reports and summaries to the EMT Director and Section Chiefs. Also develops the Incident Action Plan (IAP) tracking progress against objectives, maintains casualty and damage reports, and preserves accurate and complete incident files documenting all actions taken. In addition, the Planning and Intelligence team is responsible for:

- Fact checking information, along with the EMT Director
- Verifying all information related to the event/rumor control
- Documenting all actions taken
- Focusing on business continuity and recovery

Resources and Logistics Section Chief

Responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g., personnel call-out, volunteer coordination, equipment acquisition, transportation, food, lodging, hygiene, and first-aid supplies, etc.). In addition, the Resource and Logistics team is responsible for:

- Care and shelter
- Transportation
- Resource Procurement
- Personnel Procurement
- Technology/IT needs

Finance and Administration Section Chief

Responsible for cost accountability, financial risk assessment, assessment of short and long-term financial impacts, review of insurance policies and recommends appropriate actions. Documents and assists in decision-making related to expenditures, resource procurement, vendors, and purchase authorizations. Also evaluates and documents damage to property and develops FEMA documentation. In addition, the Finance and Administration team is responsible for:

Purchasing

Cost and Accounting

Insurance & Risk Management

Grants & Programs

FEMA Claims

SECTION 2: REPORTING & ACTIVATION

Reporting

Incidents at Middlebury may be first detected and reported through many sources depending on the event's nature and magnitude. Examples include employees or associated personnel; students; law enforcement; external sources, such as community emergency managers, the media, or members of the public; and others. Emergencies may be reported through the activation of a fire alarm, reports of incidents to public safety, calls to 911, or observations of law enforcement and or public safety personnel.

Activation

In an emergency, the authority to activate the College's EMT is delegated to the EMT Director or designee. To ensure continuity of operations, the following line of succession applies should the EMT Director be incapacitated and/or otherwise unable to perform their duties:

For Vermont - Associate Director of Public Safety

For Vermont - Lieutenant

For Vermont - Assistant Director of Dispatch Operations

At the time of activation, the EMT Director shall determine which EMT Sections to activate and which staff positions are needed for EMT operations.

Levels Of Activation

The following is a general guide to the levels of EMT response, with examples intended to illustrate the levels of activation based on an EMT that is organized according to the ICS structure:

Level 4/ROUTINE—Unusual incident requiring notification but no formal activation and only minimal coordination and assistance

Level 3/LOW—Slightly elevated beyond a day-to-day event or incident

Level 2/MEDIUM—Multiple college departments. The incident extends beyond Middlebury's capabilities. Includes local agencies, state agencies, and/or districts. May affect life safety or critical functions

Level 1/HIGH—Wide-ranging, complex, serious, or long-duration event or incident. Possible regional or statewide impact

Partial Activation

It is important to note that at all levels, the EMT Director can choose to activate only those functions necessary to successfully respond to the emergency at hand. In line with ICS best practice around scalability, activation is dynamic and EMT members may be activated and deactivated as the situation evolves.

LEVEL	1 HIGH	2 MEDIUM	3 LOW	4 ROUTINE
EVENT TYPE	Wide-ranging, complex, serious, or long-duration event or incident. Possible regional or statewide impact.	Multiple college departments. Incident extends beyond campus capabilities. Includes local agencies, state agencies, and/or districts. May affect life safety or critical functions.	Slightly elevated beyond a day-to-day event or incident.	Day-to-day events or incidents requiring minimal coordination and assistance.
EXAMPLES	<ul style="list-style-type: none"> Major event <ul style="list-style-type: none"> Tornado, blizzard Active Threat Multiple sites Regional disaster Multiple external agencies involved Extensive evacuations Significant external resource support required An incident that impacts availability of campus likely to last >24 hours (whether due to earthquake, bomb, civil disturbance, workplace violence, pandemic etc.) Multiple students, staff, faculty, or visitors critically injured on the campus 	<ul style="list-style-type: none"> Moderate event Two or more sites and several departments involved Major scheduled event (e.g., conference or sporting event) Limited evacuations External resource support An incident that impacts availability of campus (no power, no Internet, no water) for a limited period (e.g., < 24 hours) Death of a student, faculty, or staff on campus Civil disobedience/demonstrations that interfere with college operations 	<ul style="list-style-type: none"> Small, localized incident/event Two or more departments involved Potential threat of: <ul style="list-style-type: none"> Flood Severe storm Interface fire Escalating incident An incident (e.g., fire, explosion, terrorist threat, civil disturbance) near, but not directly impacting campus Students, staff, faculty, or visitors critically injured on campus Small protests/demonstrations that interfere with operations 	<ul style="list-style-type: none"> Power disruption, plumbing failure, personal injury Arrest of a student Death of a student off campus On-campus Robbery Small, peaceful protests/demonstrations
ACTION EXPECTED	<ul style="list-style-type: none"> Emergency conditions are widespread. 	<ul style="list-style-type: none"> Possible unified command with Police/Fire/EMS 	<ul style="list-style-type: none"> Situational Awareness/Monitoring 	<ul style="list-style-type: none"> Standard operating procedure

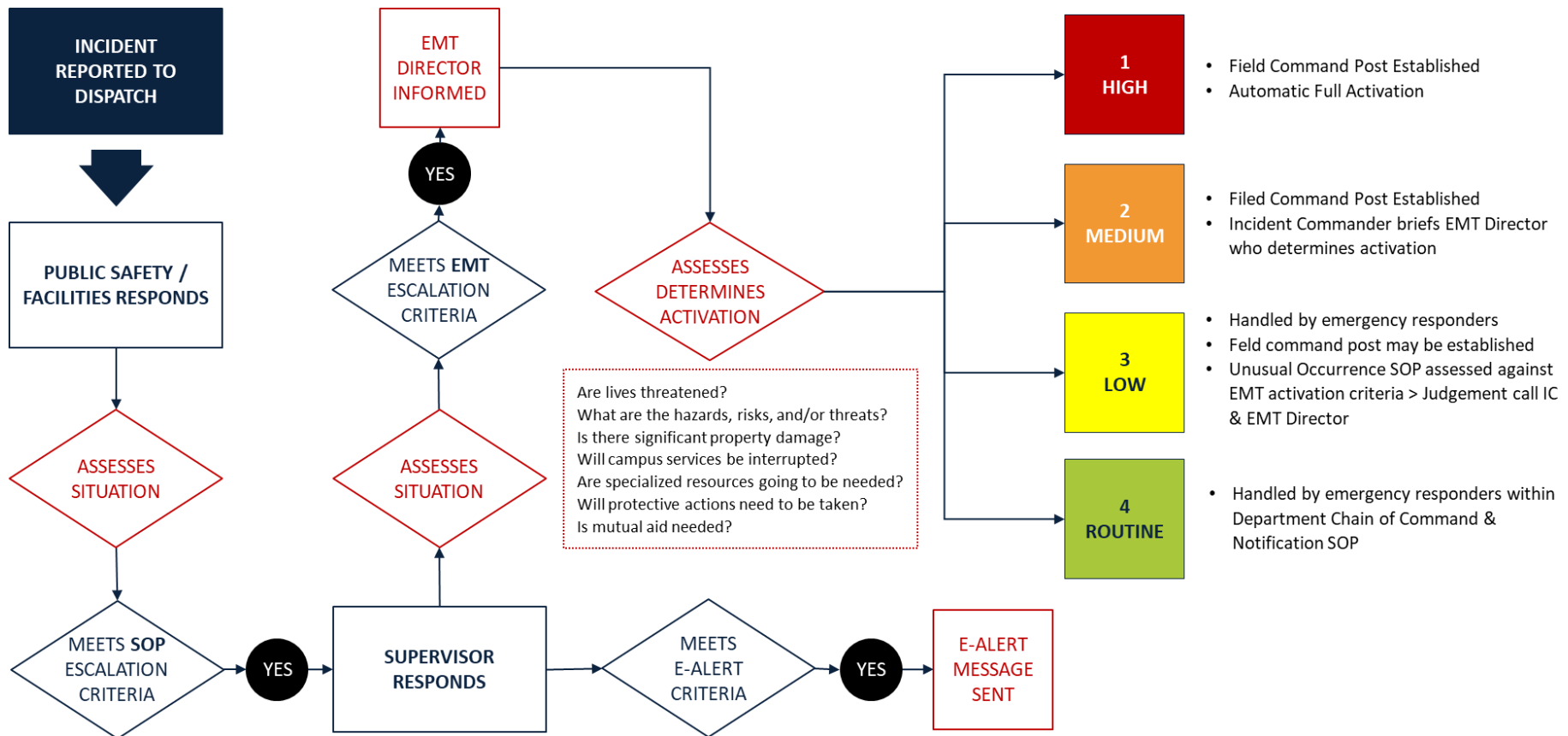
	<ul style="list-style-type: none"> College may need to be self-sufficient for up to 72 hours Normal college operations are suspended. 	<ul style="list-style-type: none"> Normal college operations may be suspended. Staff vacations & planned leave may be terminated. Written IAP developed 	<ul style="list-style-type: none"> Unified command with Police/Fire/EMS may be implemented Some operations and/or classes may be suspended. Written IAP developed 	<ul style="list-style-type: none"> If the incident has potential to grow, IC (Incident Commander) will notify EMT Director
ANTICIPATED TIMELINE	<ul style="list-style-type: none"> Long duration event 	<ul style="list-style-type: none"> Ongoing event w/broad impact 	<ul style="list-style-type: none"> Limited to one operational period 	<ul style="list-style-type: none"> Resolved within one operational period
COORDINATION	<p>High Degree of Coordination/Support Required</p> <p>Inter-Departmental: College-wide</p> <p>Local Resources: Police Actively Involved</p> <p>Other: State & Federal Involvement</p>	<p>Efficient, Internal and External Coordination Required</p> <p>Inter-Departmental: Multiple Departments</p> <p>Local Resources: Police Actively Involved</p> <p>Other: Likely additional agencies involved</p>	<p>Some Internal and Limited External Coordination Anticipated</p> <p>Inter-Departmental: Minimal</p> <p>Local Resources: Police Actively Involved</p> <p>Other: No</p>	<p>Unusual Incident Notification</p> <p>Inter-Departmental: Minimal</p> <p>Local Resources: Possible Police involvement</p> <p>Other: No</p>
COMMUNICATIONS REQUIREMENTS	<ul style="list-style-type: none"> High degree of media and public interest Mass Emergency Notifications systems used Campus Hotlines established for students, faculty/staff, and families Emergency website with portals established for public, students, families, faculty, and staff High degree of coordination between campus and nearby municipal/public information organizations on messaging 	<ul style="list-style-type: none"> Coordinated Stakeholder Communications Mass Emergency Notifications systems may be used Campus Hotlines established for students, faculty/staff, and families Emergency website with portals established for public, students, families, faculty, and staff Coordination between campus and nearby municipal/public information organizations on messaging if needed 	<ul style="list-style-type: none"> Notification systems may be used to provide necessary bulletins Coordination between campus and nearby municipal/public information organizations on messaging if needed 	<ul style="list-style-type: none"> Notification systems may be used to provide necessary bulletins

EMT ACTIVATION	<p>COMMAND STAFF: Activated</p> <p>GENERAL STAFF: All EMT functions/positions (As required)</p> <p>EMERGENCY OPERATIONS CENTER: Open</p>	<p>COMMAND STAFF: Activated</p> <p>GENERAL STAFF: Section Chiefs (as required) Operations Staff (as required) Limited activation of other EMT staff (as required)</p> <p>EMERGENCY OPERATIONS CENTER: Open</p>	<p>COMMAND STAFF: Activated</p> <p>GENERAL STAFF: Operations Section Chief (as required)</p> <p>EMERGENCY OPERATIONS CENTER: Open with modified staffing</p>	<p>COMMAND STAFF: Not Activated</p> <p>GENERAL STAFF: Not Activated</p> <p>EMERGENCY OPERATIONS CENTER: Not Opened</p>
CMT ACTIVATION	Activated	Screening Team Evaluates Need to Activate CMT; Senior Leadership Group Informed	Screening Team Notified	Screening Team Not Notified, No Activation

EMT Activation Process

The following initial flow chart illustrates how an EMT activation occurs once an incident is reported, and college dispatch is made aware. In real time, the following process often will—and the incident may dictate *must*—occur very quickly, within minutes, to protect lives and mitigate harm to those on campus. It is imperative that appropriate employees and backups are trained in sending RAVE alerts, regardless of their physical location at the time of the incident. If a RAVE message is sent, the EMT Director is automatically notified.

The EMT Director, or designee, has been granted authority to activate at their discretion. Once an activation occurs, the Crisis Management Team's Screening / Incident Evaluation Group will be notified by the Director, or designee.



Declaration of State of Emergency

The College will make every effort to remain open at all scheduled times. However, to ensure the College community's health and safety, there are unusual occurrences that may necessitate modified operating schedules or cancellation of classes, such as:

Extended power outage and/or disruption to campus water or sanitary service

Significant property damage to the campus

Impassable crucial roadways/bridges to/from campus

A campus emergency event that would pose a danger to the campus population such as a fire, tornado, or hazardous materials incident

The President, or in their absence the Crisis Management Team (CMT) Chair, will declare a campus state of emergency when an unusual occurrence requires curtailment of operating schedules. When appropriate, a copy of the proclamation of a campus state of emergency will be forwarded to Town and County officials by the EMT Director through the Liaison position if activated.

Public Safety Emergencies: Temporary Partial Site / Building Closure

Emergency events may require emergency responders to temporarily close specific areas of the campus due to exigent life-safety emergencies. This could include a law enforcement event such as an active threat, a barricaded suspect, or other life-threatening circumstance that the Associate Vice President for Safety, on-call Public Safety Administrator, or other designee deems appropriate to ensure the security and safety of the public or to protect a crime scene.

The ranking DPS (Department of Public Safety) Officer on the scene must request a temporary partial closure from the On-Call DPS Administrator, Associate Director of Public Safety, or Associate Vice President of Safety as appropriate. The authority to declare a "Public Safety Emergency" and close portions of the Campus, rests with the Associate Vice President of Safety or designee.

Designated alternates to the Associate Vice President for Safety, in order, are:

1. Associate Director of Public Safety
2. On-Call DPS Administrator
3. On-duty DPS Supervisor

Upon approval of the EMT Director, the PIO is responsible for coordinating the release of any information regarding the emergency and status of campus operations to the campus community, the news media, and the public. Examples of message content includes:

- Restricting access to or requesting people to leave the campus
- Shelter-in-place order and guidance
- Canceling classes or events

- Evacuating and closing buildings

SECTION 3: EMT OPERATIONS

EMT Notification

Once the decision to activate the EMT is made, the EMT Coordinator, or designee, is responsible for ensuring all activated members, or alternates, are notified and directed to respond. A team activation notification (via RAVE, email, text, or phone) will be sent to inform team members that the EMT has been activated, when (if not immediately), and where to report. All EMT members are required to check-in with the EMT Coordinator when responding.

If communications are unavailable, team members should assume activation and proceed to the primary Emergency Operations Center (EOC) location if safe to do so, or to the designated Zoom meeting.

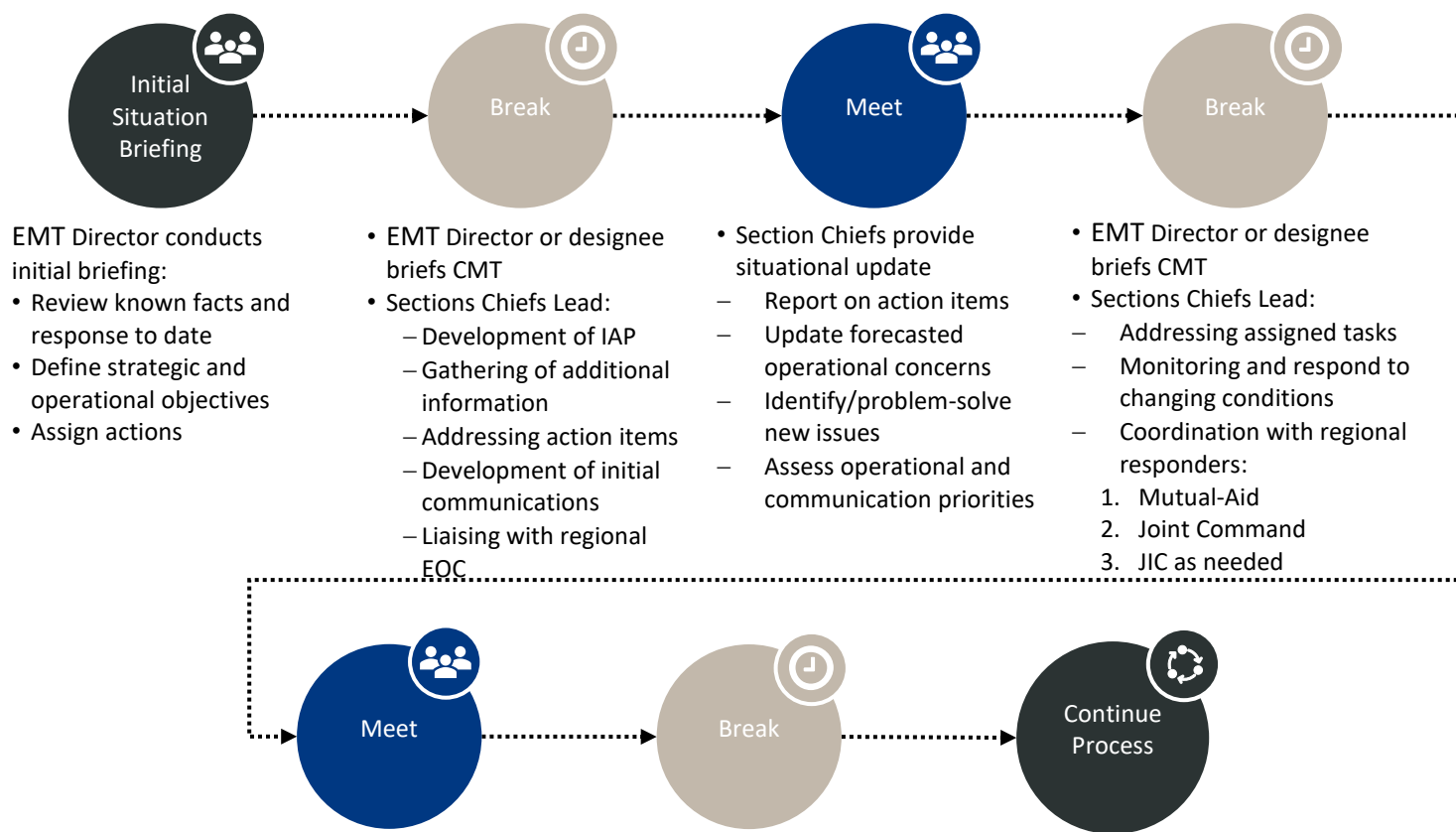
EOC Meeting Process

When activated, the EMT operations will be held in the Primary Emergency Operations Center (EOC) unless otherwise determined by the EMT Director. Response activities and work assignments will be planned, coordinated, and delegated from the EOC. All activated EMT members or alternates shall respond as directed, sign-in and remain present in the EOC during the activation or until relieved by the EMT Director or relevant Section Chief.

Meet-Break / Meet-Break

To ensure appropriate situation status reports and team participation while still providing sufficient time for EMT Section Chiefs to assign or carry out individual actions, a “*meet-break/meet-break*” process will be utilized for formal situation status briefings and discussion during activation. This process allows for the concise sharing of key and timely information along with the opportunity to assign or carryout individual actions during the “breaks.” Members of the EMT, however, will remain in the EOC during activation unless specifically asked to leave to perform a specific task.

The EMT Director is responsible for scheduling situation status briefings with Section Chiefs at a pace appropriate for the incident/crisis. If other teams (e.g., the CMT or CCT) are engaged, the EMT Coordinator will work with the appropriate colleagues to synchronize and coordinate meeting schedules.



Toolkit

The checklists and tools that accompany this plan should be updated and adapted-in mode and content to meet the evolving needs of the team with the caveat that hard copies should always be kept in all Emergency Operations Center (EOC) locations. The EMT Coordinator is responsible for maintaining the documents listed below on behalf of the EMT Director. These documents should be tailored to reflect the needs of the EMT.

Team Rosters

Tools & Forms

Checklists by Role

Checklists guide all pertinent tasks in an emergency on campus. While all items on a checklist may not be applicable to each scenario, please review all items. Additionally, these should be viewed as “evergreen” meaning that they are updated, revised, and enhanced following exercises and events.

Incident Status Report

Complete or accurate information is rarely available during a crisis – nor is time available to wait for more information to emerge. This form is designed to capture current, confirmed facts and ensure a common framework and understanding of the situation for the benefit of all responding teams. It should be maintained by the EMT and shared—digitally—with the CMT and CCT.

Incident Action Plan (IAP)

The Incident Action Plan is fundamental to having a proactive and effective EMT and supports the EMT Director's briefing of the CMT. **The IAP is made up of two elements: a Situation Report and the Action Items Status form.** Taken together, these tools form a streamlined but strong initial IAP. If and as an incident grows in complexity or extends in duration, it may be necessary to supplement the IAP with some if not all FEMA ICS forms 202-206 and 208, available [here](#).

Situation Report

This report is prepared by the EMT Planning and Intelligence Chief and includes an overview of the EMT planning assumptions, mission objectives, and planned actions. It is used by the CMT to understand alternatives, resource restrictions, and policy considerations when setting strategic objectives so that it may validate the underlying assumptions.

Internally, the EMT may use ICS forms 201-4 to inform the Situation Report. However, those forms should not be used in substitution for this Situation Report.

Action Items Status Form

The Action Items Status form is designed to ensure that actions are completed by the agreed period and that clear responsibility is assigned. These actions are identified during team meetings and deadlines agreed. This tool is also helpful to ensure that longer-term action items are not forgotten or lost during discussion.

Post-Incident Review

The Post Incident Review tool serves as a guide to capture lessons learned each time each team is activated. The objective of the Post Incident Review is to answer questions about the efficiency and efficacy of EMT's response in each incident. This information should be used to improve the team's response to future crises and incidents.

Emergency Operations Center (EOC) Equipment, Supplies, Layout

Important Contact Information

Deactivation

Once the EMT has worked to resolve most if not all issues and staff are able to manage recovery going forward with plans and strategies in place, and once the coordinated focused effort of the EMT members is no longer required, the EMT Director may decide to deactivate. Deactivation of the EMT will take place when:

Guidance and decisions have been addressed for all identified issues, and actions have been completed, or strategies and action plans are in place to resolve them.

- All required forms or reports are completed and appropriately filed.
- A final briefing has been given and team members concur with the decision to deactivate.
- A Post-Incident Review process has been identified to complete the process of evaluating the incident, the College's response, and lessons learned. (See Section 5 for more information)

Upon the decision to deactivate the EMT, the EMT Director will officially advise and debrief the CMT.

SECTION 4: EMERGENCY & CRISIS COMMUNICATIONS

When considering the types of communications required during a major incident or crisis, it is important to understand the distinction between operational and strategic communications.

OPERATIONAL COMMUNICATIONS Notification of emergency or dangerous situations involving an immediate threat to the health or safety of the campus community	STRATEGIC COMMUNICATIONS Values and/or policy-based communications- even during an emergency. Non-emergency or non-operational communications have the goals to reassure the community, provide updates on administrative actions, convey compassion, and demonstrate clear values.	
Emergency Management Team	Crisis Communications Team	Crisis Management Team
EMERGENCY COMMUNICATIONS Communication with the campus community is necessary to ensure accurate information, prevent the spread of rumors, provide direction, and avoid panic. It includes information regarding any threat or hazard, the actions being taken, and the assistance being made available.	DEVELOPING <ul style="list-style-type: none">• Initial crisis communications, strategy, positioning statements, and key communications <u>for approval by the CMT and EMT Director if applicable</u>• Derivative Material- Stakeholders specific communications materials (internal and external) based on approved	APPROVING <ul style="list-style-type: none">• Crisis communications strategy• Positioning statements, and• Key communications developed by the CCT• All scheduled community activities

	strategy, positioning statements, and key communications.	
NON-EMERGENCY LOGISTICAL INFO	OTHER RESPONSIBILITIES	
The EMT also has the authority to provide updated proactively in advance of and during significant, non-emergency, events e.g., parades, protests, pre-planned buildings, or road closures.	Calendar of Events, Media Relations, Social Media Monitoring/Reporting/Management, Website Updates, Spokesperson recommendations	

Types of Communications:

Operational

The EMT is responsible for operational communications, including emergency communications and logistical information during a non-emergency event.

Emergency Communications

Emergency Communications refers to communication with the campus community necessary to ensure accurate information, prevent the spread of rumors, provide direction, and avoid panic. It includes information regarding any threat or hazard, the actions being taken, and the assistance being made available.

It can include:

- Alerts and information distributed using Middlebury's Emergency Notification Systems
- Emails, including all campus distribution lists
- Alerts and emergency notifications posted on Middlebury's website
- Emergency phone lines to post audio recordings of information

Non-Emergency Logistical Information

In addition to issuing warnings and guidance during emergencies, the EMT also has the authority to provide updates proactively in advance of and during significant, non-emergency, events (e.g., parades, protests, pre-planned building, or road closures).

Strategic

The Crisis Communications Team and, ultimately, the Crisis Management Team (CMT), are responsible for strategic (values and/or policy-based) communications—even during an emergency. The Public Information Officer (PIO) is responsible for coordinating with the CCT to ensure accurate and timely information flow. Non-emergency or non-operational communications have the goals to reassure the community, provide updates on administrative actions, convey compassion, and demonstrate clear values. Such communications can include:

- Community-wide emails from the President or other senior leader
- Press releases
- Media talking points and guidance
- FAQs or Hard Q&As

Alerts and Notifications

Middlebury will immediately notify the campus community upon the confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees. In all cases Middlebury will, without delay, and considering the safety of the community, determine the content of the notification and initiate the applicable notification system. The only exception is if issuing a notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or otherwise mitigate the emergency.

Pre-written emergency notifications should be uploaded into the emergency notification system and ready to use. Examples of messaging in some emergency communications follow:

Sample Messages

Emergency or Threat	Message
Severe Weather Warning	Severe Weather WARNING: Midd Alert: Urgent. SEVERE WEATHER: Seek shelter now; use lower floors, interior hallways, bathrooms. Avoid windows or glass areas. See MiddAlert.net for updates.
Police Activity	POLICE ACTIVITY NOW. Midd Alert: Urgent. Police are investigating a reported threat at [insert location]. Shelter in place, Call 911 for emergency. See MiddAlert.net for updates.
Active Threat	ACTIVE THREAT Midd Alert: Urgent. ACTIVE THREAT! at or near [enter location and information] RUN, HIDE, FIGHT! See MiddAlert.net for updates.
Fire /Hazard	FIRE or HAZARD: Midd Alert: Urgent. [Fire or hazard] reported at [enter location] Follow the directions of first responders. Avoid the area. See MiddAlert.net for updates.
Shelter in Place Order	SHELTER IN PLACE NOW: Midd Alert: Urgent. SHELTER IN PLACE NOW! Take cover inside away from windows. [insert reason] See MiddAlert.net for updates.
Bomb Threat	BOMB THREAT: Midd Alert: Urgent. BOMB THREAT: Leave [enter location] now. Follow directions of first responders. See MiddAlert.net for updates.

Emails / Web Postings / Phone Recordings

While text messages and alerts are short and pre-scripted, emails and web-posting can include more detailed information to provide additional guidance to concerned stakeholders. Emergency emails, web postings and recorded phone messages should address the following:

1. Source of the information (validity by source)

2. What is happening and where
3. What to do (the action to take)
4. Who must act / Who does not have to act
5. Source of the threat/hazard
6. Impact of the threat
7. Repercussions if no action is taken
8. Expected duration / expiration of current info

It is the responsibility of the EMT Director, supported by the PIO, to quickly develop and approve more detailed emergency communications. Information should be updated frequently, and all messages should be time stamped. The EMT Director has the authority to post these messages, and they do not need to be approved by the CCT or CMT.

Managing On-Site Media

In an emergency, media management should be coordinated with the EMT Director through the EMT PIO. Media should be directed to a location in the cold zone of Middlebury or other location determined through consultation with the EMT Director. Communications staff will:

- Check the reporter's media credentials
- Notify Media Relations immediately
- Based upon emergency conditions and in consultation with the EMT will either: not allow them on campus until approved by Media Relations / will allow them on campus escorted/unescorted as determined.

If due to the severity of the emergency, the EMT Director, in agreement with Joint Incident Command, decides to hold a media conference about the emergency, reporters will be directed to the Media Center or Joint Information Center location where any media briefings will take place.

- Primary Media Center for Vermont / Press Briefing Location: BiHall
- Secondary Media Center for Vermont / Press Briefing Location: Twilight or the Athletic Center
- Other designated locations to be determined based upon emergency conditions

For media conferences in an emergency, the primary spokesperson for Middlebury will be Middlebury's Public Information Officer. In most cases, the availability of the President or other Senior Leaders will be considered separately and will be part of the recovery phase of operations and will depend upon the specifics of the situation as well as the other opportunities to communicate to the campus once the emergency phase of operations has ended.

For all other communications issues, please refer to Middlebury's Crisis Communications Team and/or Crisis Management Team for directions.

SECTION 5: PLAN AND CAPABILITY MAINTENANCE

Plan Updates

The EMT Director is responsible for ensuring—with the support of the EMT Coordinator—that the EMT Plan remains current and is distributed to EMT members when updates or changes are made. Listed are some of the examples that may require changes to the EMT Plan:

- Reorganizations
- Problems and/or weaknesses revealed during testing
- Changes in contact information / technology platforms etc.

This plan will be reviewed, updated as needed, and distributed annually to all EMT members, alternates, and CMT members. The Plan is designated "Confidential" as an internal document with personal contact information and other information not appropriate for unlimited public access. The Associate Vice President for Safety is responsible for plan distribution.

Training and Exercising

All EMT team members will participate in an initial training session and an on-going annual refresher training session including orientation to the ICS system, Emergency Operations Plan and associated roles and responsibilities. The Associate Vice President for Safety will ensure that new members receive detailed training on their team responsibilities.

This Plan will be validated through an on-going program of emergency operations exercises. Emergency operations exercises may be conducted with participation from a single section, team, or multiple teams (e.g.: together with the CMT and others.) The exercises should build progressively in complexity and level of involvement over time for maximum benefit. The EMT will participate in an exercise of the team and plan at least once annually. The Associate Vice President for Safety is responsible for ensuring annual training and exercise sessions.

Post Incident Review

The EMT Director will ensure that a post-incident debriefing is conducted, and an after-action report is completed that captures lessons learned following every EMT activation.

The EMT Director is responsible for ensuring that a debriefing with the EMT members occurs within 24 hours of deactivation. During the debriefing, team members should discuss what went well, lessons learned, and actions to improve response procedures.

A post-incident review form to help guide this process is included in the EMT toolkit.

If the CMT has been engaged in an incident, the role of the EMT should specifically be evaluated in the broader Post-Incident Review.

Each incident AAR should include a Corrective Action Plan (CAP) that lists the action items identified in the report. CAP is a tool for the EMT Director and Emergency Management Coordinator to track the implementation progress of specific recommendations identified in the report. The CAP identifies responsibility, status, priority, and completion for each action item.

AUTHORITIES AND REFERENCES

Authorities

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), As Amended
- Homeland Security Presidential Directive 5
- Presidential Policy Directive 8
- The Jeanne Clery Act

References

- Guide for Development High-Quality Emergency Operations Plans for Institutions of Higher Education, June 2013
- Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans, March 2009.
- Homeland Security Exercise and Evaluation Program (HSEEP), April 2013
- National Incident Management System (NIMS), Department of Homeland Security, December 2008
- National Response Framework, Federal Emergency Management Agency, January 2008

Occupational Safety and Health Regulations 1910.38

National Fire Protection Association Standards

ANNEX I: EMERGENCY ACTION PLAN/BUILDING EMERGENCY ACTION PLAN

SECTION 1—ACKNOWLEDGEMENT & INTRODUCTION

Middlebury College is dedicated to the safety of our students, faculty, staff, and visitors and maintaining a safe and secure environment to work, study, live and thrive. Emergency preparedness, together with calm and thoughtful action, helps effectively mitigate risk to life and property during an emergency.

This Emergency Action Plan (EAP)/Building Emergency Action Plan BEAP facilitates and organizes faculty, staff, and student actions during an emergency where the College occupies the building. Together with Middlebury College's Emergency Operations Plan and related training, drills and practical exercises, this plan is designed to familiarize faculty, staff and students with emergency preparation, prevention, and response insights; emergency reporting procedures and notifications; evacuation routes and procedures; emergency response chain of command and assignments; and, post-emergency reporting to ensure individual and campus safety, minimize risk to facilities, and facilitate timely response to a variety of emergency situations.

This plan, together with the building Fire Protection Plan in Appendix I - V, is intended to meet the requirements of the National Fire Protection Act (NFPA 1 10.8.1), United States Department of Labor Occupational Safety and Health Administration (OSHA) standards (29-CFR 1910.38(a) ([click for link](#)) [1910.38 - Emergency action plans. | Occupational Safety and Health Administration \(osha.gov\)](#) and applicable Vermont State and local regulations and include:

- ✓ Procedures for reporting emergencies
- ✓ Occupant and staff response to emergencies
- ✓ Evacuation, relocation, and shelter-in-place procedures appropriate to the building, its occupancy, emergencies, and hazards
- ✓ Appropriateness of use of elevators
- ✓ Design and conduct of fire drills and life safety, security, lockdown, and other drills not associated with fire
- ✓ Type and coverage of building fire protection systems
- ✓ Other items required by Local, State and/or Federal Government.

Each Middlebury College faculty, staff and student member must be familiar with this Emergency Action Plan and participate in all related training and drills.

The EAP and BEAP shall be reviewed and updated annually. The BEAP will be exercised at least biannually and be reviewed by each employee when initially adopted or when changes in staff assignments, new hires, and/or procedures occur.

Responsibility for developing and maintaining the Building Emergency Action Plan for each campus building and coordinating related training of faculty, staff and students in its contents lies with the AVP of Safety or their designee, Demitria Kirby, dkirby@middlebury.edu, 802-443-5201.

In addition, this BEAP shall be made available to all building occupants (students, faculty, and staff) and posted in the building in conformance with OSHA regulations.

SECTION 2—NOTIFICATION

How Do I Report an Emergency and Summon Help?

Immediate notification of emergency responders improves the ability to mitigate risk and render aid when lives and property are at risk.

Upon discovery of an emergency:

- ✓ Render aid if you are able
- ✓ Move to a safe place if possible
- ✓ Immediately call for help based on information below providing the following:
 - Precise location and nature of the emergency
 - Concise description of what has occurred
 - Number of injuries and nature of injuries
 - Information about aid provided to victims
 - DO NOT HANG UP UNLESS YOU ARE IN DANGER—stay on the call to provide updates and receive instructions until emergency responders arrive and relieve you.

Middlebury College Emergency Contact Numbers

The following are the primary emergency contacts and telephone numbers needed to report an emergency and summon help:

Life-Threatening Emergencies:

Vermont Public Safety Answering Point (PSAP) 911

911 calls connect to a Vermont PSAP dispatch center for ALL police, fire, and emergency medical service (EMS) response. If you require any type of emergency response, call 911 from a cellular or any landline telephone. Simultaneously, the campus Department of Public Safety is notified of calls made from a campus extension and will send an officer to the location.

Fire Department

Call **911** in case of fire or smoke. The Fire Department Is the primary responder for fire investigations & response.

Police Department

Call 911 if you need police assistance.

All Other Emergencies:

Department of Public Safety — 802-443-5911

Campus Emergency response number. Calls are received in the telecommunications center.

Facilities Problems on the Middlebury Campus:

Facilities Services, Customer Service Desk from 8:00 am to 4:00 pm — 802-443-5472

Provides maintenance and repair, utility services, construction, engineering, facilities planning and custodial services for college-owned buildings/facilities.

After normal business hours call Department of Public Safety --- 802-443-5133

Facilities Problems on the Bread Loaf Campus:

To report any **urgent** building issue at the Bread Loaf campus, call 802-443-2911 or extension 2911 from any college phone. This number will ring simultaneously at the following locations at Bread Loaf:

Front Desk	802-443-2700
Facilities Services Shop	802-443-2745
Facilities Services Office	802-443-2762
Office	802-443-5267
Care Takers Residence	802-443-2797

For other building issues such as a power outage or beeping from a fire alarm panel etc. Page:

Justin Allen	802-749-3408
Facilities Services on call technician	802-749-3455

During normal business hours if no one has been reached:

Luther Tenny, Director of Facilities Services	802-443-5236
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How Will I Be Notified of Mass Emergency and Receive Status Updates?

Emergency notifications issued by the College will be identified as “MiddAlert” Middlebury College **may** utilize any of the following mechanisms to notify the campus community of an emergency:

RAVE Alert Emergency Notification System — RAVE-Alert is an “opt-in” system designed to deliver voice and SMS text, and email messages to those who have registered for the service. RAVE-Alert automatically triggers mass emergency alerts and notifications. For students, if you have not already done so, please sign up for RAVE today at BannerWeb, <http://go.middlebury.edu/bw>. For employees, enter your information in Oracle HCM.

MiddAlert.net (Emergency Web Alert System) — **MiddAlert.net** is a high-availability website, hosted by Google that authorized administrators can use to post current information about emergencies. MiddAlert.net is not dependent on the College's IT (Information Technology) infrastructure. This page was created to help quickly disseminate emergency information to members of the campus community and the public.

In the event of an emergency, notifications may also be displayed as “banners” across the College’s primary website, <http://www.middlebury.edu>. The notifications may display information or redirect to MiddAlert.net.

Lightning warning system --- The system will alert the campus of lightning within a certain distance.

NOAA Weather Radios — For weather-related emergencies, The National Weather Service will post an alert message on NOAA weather radios.

VTAlert- VT-Alert is a subscription service that local and state responders utilize to send notifications on topics such as: severe weather advisories, evacuation information, shelter in place alerts, and roadway interruptions. More information can be found [at http://vem.vermont.gov/vtalert](http://vem.vermont.gov/vtalert).

SECTION 3—EVACUATION

Guidelines for Evacuation

Everyone must evacuate a building when (a) a fire alarm is sounded, (b) the Department of Public Safety orders an evacuation, or (c) RAVE or MiddAlert, the College's emergency notification systems, broadcasts a mass alert to evacuate.

- Remain calm.
- Leave the lights on.
- **DO NOT** hesitate or try to save valuables.
- Before opening any door, use the back of your hand to see if it is hot. Also check to see if the doorknob is hot. If either is hot, leave the door closed and stuff towels or clothes in the cracks. Try another exit if one is available.
 - If the door is not hot, open it slowly and be prepared to close it quickly if necessary.
 - In a smoke-filled area, keep low to the floor to escape the smoke.
 - If you encounter smoke in a hall or stairway, consider another exit.
 - If all exits are blocked, return to your room, close the door, and call 911 for help.
- **DO NOT** use elevators. Elevators will automatically be recalled to the lobby floor or first floor with doors locked open for use at the discretion of the Fire Department.

Once out of the building, move to the designated Muster Points and wait for further instructions.

- When it is safe, Public Safety, Fire Department, or Police will notify you that it is safe to re-enter the building. **No one can re-enter an evacuated building until it is determined to be safe by the emergency service personnel.**
- If the building remains closed and/or unsafe to enter, emergency service personnel will give instructions on how and where to relocate.
- Community members who are familiar with the evacuation procedures should alert others in the building to follow the same procedures. Swift safe evacuation is your first concern. If others do not heed the warning do not hesitate. Note their location and relay location information to first responders.
- Community members may need to assist others in exiting the building if this can be done in a safe and timely manner. Notify the Department of Public Safety, the Police, or the Fire Department of any occupants remaining inside who need assistance exiting because of limited mobility, injury, or incapacitation.

Muster Point locations are predetermined and can be found [online](#) on the Emergency Response webpage. Since you may be away from your office when an emergency occurs, it is important to know the evacuation route for each floor from memory.

Fire drills will be conducted regularly and designed and conducted by the Department of Public Safety. Your participation is required and a fundamental responsibility in managing your own safety. You must

know the locations of emergency exits, stairways and fire extinguishers indicated on the floor plan if posted and in Appendix V Fire Protection Plan for your building.

Other drills not associated with fire that may be conducted throughout the year may include life safety, security, shelter in place, lockdown, and lockout. These drills will be designed and conducted by the Department of Public Safety and include other departments as needed. Advance notification for the affected people will be given for drills other than for fire.

Accountability

It is exceedingly difficult to have an accurate account of how many people are in any building at any time. To ensure all occupants have evacuated a building safely every faculty, staff, student, and visitor at Middlebury College should immediately report to first responders the location of anyone remaining in the building following an evacuation. When appropriate, the Department of Public Safety will enter and sweep the building, ensuring everyone has evacuated. If it is unsafe for Public Safety to do so, the Middlebury Fire Department and/or the Middlebury Police Department will check the building.

Middlebury College uses several methods to account for its community members during and following an incident. These methods may include Rosters for dorms, class schedules, and polling options.

Evacuation for Residents Needing Assistance Due to a Disability or Injury

People who are physically unable to safely evacuate a building should "Defend in Place" and move to a "Defend in Place location" in the building when the alarm sounds. An office with a door and a phone or an enclosed stairway landing, if large enough, can be used for this purpose if there is not an "Area of Safe Refuge" available. Some buildings on campus have designated "Areas of Safe Refuge." Refer to the Emergency Action Plan Appendix I to see if there is one in your building. Elevators are not safe for use during fires. If you are evacuating and encounter a person who is not self-evacuating inform the fire department personnel or Public Safety Officer of that person's location.

If you are remaining in the building instead of evacuating:

- ✓ Call Middlebury College Department of Public Safety 802-443-5911 and/or call 911
 - Report your name, location (room number or area of the building)
 - If planning to go to an emergency exit/stairwell, give the exact location.
 - Report on your situation – What assistance do you require? (e.g., Wheelchair, oxygen, first responder to assist with evacuation, etc.)
 - Ask others as they leave the building to inform emergency responders of your name, location, and assistance needed.

Information provided to the Disability Resource Center on individuals that may need assistance with evacuating their residence hall is sent to the Department of Public Safety and entered in the fire alarm receiving station. When an alarm comes in, the Telecommunicator will then relay this information to the first responders so they can assist the person with evacuation if needed.

Assisting Persons with Disabilities

Individuals Who Are Blind or Have Low Vision

- **Communicate Nature of Emergency:** Describe nature of emergency and the location if relevant and provide simple instructions for exiting the building.
- **Offer Assistance:** Offer to assist the individual, and ask them how you can assist them best, i.e., hold hands, follow voice, etc.
- **Verbally Communicate:** Provide details about where you are going and any obstacles the person may encounter along the route.
- **Communicate and Orient:** Once at a safe location, orient the individual to their location and inquire if further assistance is needed before leaving them.
- **Service Animal:** Ensure the service animal is not separated from the owner/handler and realize that the animal may be anxious or acting out in an emergency.

Individuals Who Are Deaf or Hard of Hearing

- **Alert Individual:** Turn the lights on/off, wave your arms, or touch the person on the elbow or shoulder to gain their attention.
- **Offer Assistance:** Ask the individual how you can assist them best, i.e., written information and directions.
- **Communication:** Face the person, speak clearly and/or indicate directions with gestures. Alternatively, and with time permitting, write a note with evacuation instructions.
- **Assist as Needed:** The individual may need to be guided outside of the building if information cannot be clearly communicated.

Individuals With Mobility Disabilities

- **Ask what kind of assistance is needed:** Non-ambulatory people's needs and preferences vary widely and therefore require you to ask them how they would like to be assisted.
- **Person On the Ground Floor:** If an individual with a mobility disability is on the ground floor, they may choose to evacuate themselves with minimal assistance.
- **Ensure a Clear Path of Travel:** If debris is present, it may be necessary to clear a path to the exit route.

- **No Imminent Danger:** If there is no imminent danger, they may choose to remain where they are in the building or be directed to a “Defend in Place location” or an “Area of Safe Refuge” until emergency personnel arrive.
- **Imminent Danger:** If danger is imminent and the individual does not wish to be separated from their Mobility Device, assist them to a location where they can “Defend in Place” or an “Area of Safe Refuge” if present, and notify emergency personnel immediately.
- **Carrying a Person:** Consult with the individual on the best carry options, e.g., two-person cradle carry, office chair evacuation.
- **Mobility Aid(s) and Device(s):** Ensure any mobility aids or devices are reunited with the person as soon as possible.
- **Notify Emergency Personnel:** Ensure you notify emergency personnel immediately of any individuals remaining in the building and of their location.

Shelter-In-Place Order

On occasion, it may be determined that it is safer to Shelter-in-Place in a safe location inside the building instead of evacuating. This is necessary when the threat outside is greater than remaining in place—such as a severe windstorm, outside flooding, an active threat outside, hazardous materials exposure outside, or other similar threat.

Members of the Middlebury community may be notified using any or all the following methods: through the College’s emergency notification system, building fire PA system if available, and verbally from onsite authority, if available, who will give further information on how and where to Shelter-in-Place, more details on page 61.

SECTION 4— EMERGENCY LEADERSHIP AND CHAIN OF COMMAND

Crisis Management Team (CMT)

The Crisis Management Team (CMT) is the executive level oversight and strategic decision-making body for Middlebury during a potential or actual crisis. When activated, the CMT is responsible for and has the authority to:

- ✓ Make policy and strategic decisions related to the crisis that have significant implications for Middlebury.
- ✓ Identify/forecast/manage key issues and consequences stemming from the incident or event.

Provide strategic guidance to the EMT (Emergency Management Team) when activated.

- ✓ Approve the communications strategy and key message points for both internal and external stakeholders.

- ✓ Guide the overall recovery strategy including sequence and resumption of campus activities, large expenditures and capital improvements or reconstruction.

Crisis Management Team Leader (Primary): Sue Ritter, Chief of Staff, sritter@middlebury.edu, (802) 443-3289

Emergency Management Team (EMT)

The Emergency Management Team manages the College's response to an emergency event or incident consistent with the Incident Command System (ICS) in alignment with the intent and purpose of FEMA's National Incident Management System (NIMS). This response includes setting operational objectives and priorities; developing an Incident Action Plan to stabilize the emergency and mitigate threats; conducting tactical operations necessary to accomplish the plan; directing all tactical, care and shelter and recovery resources; and guiding business recovery operations.

The EMT operates using the multidisciplinary Incident Command structure to ensure unity of command, control, accountability, and coordination between the University and other emergency response agencies. Examples of the EMT's responsibilities include:

- ✓ **Saving/Protecting Lives**—Mitigating life-safety threats by supporting the appropriate first responders in stabilizing emergency conditions, managing building evacuations, fire suppression, search and rescue, medical aid, communication, and utility stabilization
- ✓ **Protecting College Environment, Systems, Property and Critical Programs**—Performing building inspections, establishing facilities security, shelter, food, and water
- ✓ **Restoring Operations**—Securing vital College records, securing, and reoccupying buildings or relocating space, obtaining emergency recovery supplies through mutual-aid arrangements
- ✓ **Supporting Community Needs**—Providing available space to external agencies, assisting outside organizations (i.e.: Red Cross, Middlebury PD, Middlebury FD) as well as neighboring residents with care and shelter resources

General EMT Member Emergency Assignments

The Emergency Management Team Director or their designee will determine the activation of emergency responders and notify the CMT Leader of the activation as appropriate.

- ✓ All activated members should report to the location designated by the EMT Director.

Do not leave the EOC for any reason unless specifically relieved by the Emergency Management Team Director or there is an immediate threat to your personal safety.

- ✓ See Other Resources: Emergency Operations Plan and related checklists for additional Emergency Management Team activation and operational guidance.

Emergency Management Team Director

Primary: Demitria Kirby, Associate Vice President of Safety, dkirby@middlebury.edu, or (802) 443-3650

Section 5—Personal Safety Guidance: What to Do If...

General Safety Preparedness

Emergency preparedness is the responsibility of every faculty, staff, student, and visitor at Middlebury College. Every occupant of a building should prepare for emergencies and disasters through the following methods:

- To receive RAVE alerts
 - Students must provide current contact information through Banner Web <http://go.middlebury.edu/bw>
 - Faculty and Staff must provide current contact information through Oracle HCM.
- Make plans and preparations before an incident occurs.
- Keep your personal area(s) clean and free of debris and other combustible materials.
- Become familiar with your work area(s) and building. Pay attention to the location of evacuation maps (if available), fire extinguishers, fire alarm pull stations, and other fire and life safety equipment in the building.
- Recognize potential fire hazards and report them to the Department of Public Safety immediately.
- Remain aware of your surroundings and immediately call 802-443-5911 to report suspicious people or activities. For life threatening concerns, please call 911.
- Actively participate in safety training, including fire extinguisher training, fire evacuation drills, and Active Threat training.
- Visit the Middlebury College Emergency Response website at <http://middlebury.edu/er> or go/er regularly for resources, training, and updates.

Active Threat

While the probability of an active threat situation on campus may be low, it is vital to be aware of the possibility and think through the actions you can take to stay safe. There are many rapidly occurring factors that impact your safety in such a situation and there is not a single best approach to remaining safe. It is most important to remain as calm as possible and use your best judgement given the information available to you. Middlebury College supports the **Run - Hide – Fight*** personnel protection strategy recommended by the US Department of Homeland Security for use during Active Threat events. The three primary action options to consider are Run, Hide and/or Fight as the situation and your best

judgement guides you. [This video](#) provides a short orientation and illustration of the Run-Hide-Fight strategy. (Full link: <https://www.youtube.com/watch?v=5VcSwejU2D0>)

Active Shooter Response Guidelines by US Department of Homeland Security ([click for link](#))
https://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf

Checklist:

Before

- ✓ Be familiar with your surroundings
- ✓ Identify the nearest safety exits and a route you can use to exit the building from your area
- ✓ Look for places to hide and consider rooms that can be locked from the inside or barricaded in some way such as offices, conferences rooms, storage rooms
- ✓ Consider methods to barricade a door using items around you such as door stopper, belt wrapped around the door closer arms, desk, file cabinets or other heavy office equipment
- ✓ Consider items that could be used as makeshift weapons such as scissors, portable fire extinguishers, etc. should you need to fight
- ✓ If you see something, say something.
- ✓ Report suspicious circumstances to the Police, Public Safety, your supervisor, or other appropriate authority.
- ✓ Suspicious activity is any observed behavior that could indicate a threat related to crime. This includes, but is not limited to:
 - Extreme erratic behavior or threats of violence or actual violent behavior targeting people or places: such as threats to shoot co-workers, blowing up a building, etc.
 - Unusual items or situations: A vehicle is parked in an odd location, a package/luggage left unattended, a window/door is open that is usually closed, or other out-of-the-ordinary situations
 - Eliciting information: A person questions individuals at a level beyond curiosity about a building's purpose, operations, security procedures and/or personnel, shift changes, etc.
 - Observation/surveillance: Someone pays unusual attention to facilities or buildings beyond a casual or professional interest. This includes extended loitering without explanation (particularly in concealed locations); or unusual, repeated, and/or prolonged observation of a building

During

Run-Hide-Fight

If you can safely leave the area:

- ✓ Exit the building immediately ("Run").
- ✓ Tell anyone you may encounter to exit the building also.

- ✓ Leave the campus if you can safely do so. Attempt to let a supervisor or fellow worker know that you are leaving so that everyone can be accounted for.
- ✓ Call 911 and the Middlebury College Department of Public Safety emergency line 802-443-5911.
- ✓ Give the dispatcher the following information:
 - Your name
 - Location of the incident (be as specific as possible)
 - Number of armed people involved (if known)
 - Identification or description of armed persons
 - Number of people who may be at risk
 - Your contact information and location

If you are at immediate risk and exiting the building is not possible:

- ✓ Go to the nearest room or office (“Hide”).
- ✓ Close and lock the door.
- ✓ Cover the door windows.
- ✓ Keep quiet and act as if no one is in the room.
- ✓ Silence your cell phone.
- ✓ DO NOT answer the door.
- ✓ Be aware that a fire alarm might have been pulled by an intruder.
- ✓ Identify/obtain an object in the room that can be used to incapacitate the armed person if she/he enters the room.
- ✓ If possible, call (or text, but only if you cannot speak safely) 911 and call the Middlebury College Department of Public Safety, 802-443-5911.
- ✓ Give the dispatcher the following information:
 - Your name
 - Location of the incident (be as specific as possible)
 - Number of armed people involved (if known)
 - Identification or description of armed persons
 - Number of people who may be at risk
 - Your contact information and location
- ✓ Wait for local police or Public Safety to assist you outside of the building.

If an armed intruder enters the room and you are in immediate danger:

- ✓ Commit mentally to incapacitating the intruder (“Fight”).
- ✓ Strike the intruder with an object and continue to strike until the intruder is incapacitated.
- ✓ Yell as you fight.

- ✓ Call 911 when possible.

*Run, Hide, Fight: Surviving an Active Shooter Event is funded by the Regional Catastrophic Preparedness Grant Program, a Department of Homeland Security initiative (October 2012), produced by the city of Houston Mayor's Office of Public Safety and Homeland Security. Middlebury College uses it with permission for training purposes.

After

- ✓ When you are safe, call 9-1-1 and be prepared to provide information to the operator including location of the incident, number of injured and details about the attacker(s)
- ✓ Take care of yourself first and then, if you are able, help the wounded get to safety and provide immediate care
- ✓ After law enforcement arrives:
 - Remain calm and follow the officer's instructions
 - Always keep your hands empty and visible
 - Avoid making quick movements toward officers
 - Do not stop to ask the officers for help or directions when evacuating - just proceed in the direction from which they entered the premises
 - Report to designated areas to provide information and get help
 - Cooperate with the post-event police investigation as appropriate

Bomb Threats

- ✓ For your safety and that of others, treat each threat seriously by notifying Public Safety. Immediately.
- ✓ Call 911 immediately if there is an imminent, clear, and present danger

Suspicious Packages, Envelopes, or Substances

If you suspect a bomb:

- ✓ Keep others away.
- ✓ Do not touch the package.
- ✓ Call 911 or the Public Safety emergency line 802-443-5911 immediately.

If item is suspicious but threat is unknown:

- ✓ Do not handle the item if possible.
- ✓ Contact the Department of Public Safety at 802-443-5911
- ✓ Report the item to your supervisor.
- ✓ Notify co-workers and others in the immediate area of the issue.
- ✓ A public safety officer will determine if the police need to be contacted.

If you find an open suspicious package:

- ✓ Do not touch the package.
- ✓ Report the package to your supervisor.
- ✓ Secure the area and do not allow entry.
- ✓ Call the Department of Public Safety at 802-443-5911 and advise them of the package.
- ✓ Any employee who had direct contact with the package should wash her/his exposed skin with soap and water.
- ✓ Wait for emergency responders to arrive and follow their directions.
- ✓ Provide emergency responders with information about who was in the area around the time the package was discovered.

Characteristics of suspicious packages and envelopes:

- ✓ Have a powdery substance on the outside.
- ✓ Are unexpected or are from someone unfamiliar to you
- ✓ Have excessive postage, handwritten or poorly typed addresses, incorrect titles with names, or misspellings of frequently used words.
- ✓ Are addressed to someone no longer with your organization or the addresses are outdated.
- ✓ Have no return address or an address that cannot be verified as legitimate.
- ✓ Addresses are not consistent with postmarks.
- ✓ They are of unusual weight, given their size, or are lopsided or oddly shaped.
- ✓ Have an unusual amount of tape, string, or other wrapping material on them.
- ✓ Are marked with restrictive endorsements, such as "Fragile" or "Personal" and "Confidential" or "Rush-Do-Not-Delay."
- ✓ They have strange odors or stains.

Telephone Threat

- ✓ Remain calm!
- ✓ Note the current time and number displayed on caller ID.
- ✓ Try to ascertain:
 - The location of the bomb
 - The time the bomb is expected to go off
 - What does it look like
 - What kind of bomb is it
 - What will make it explode
 - What is your name
- ✓ Listen to the voice carefully and try to determine:
 - Accent of the caller
 - Estimated age of the caller
 - Sex of the caller
 - Is there any background noise that might identify where the caller is

- ✓ If you receive the call on voicemail, save the voicemail
- ✓ Write down all your observations and the information given to you
- ✓ Once the call is disconnected:
 - Immediately call Public Safety at 802-443-5911.
 - Await further instructions

Email Threat

- ✓ Do not delete the email and avoid replying to it.
- ✓ Preserve the email as it can serve as important evidence.
- ✓ Analyze the sender's email address and note the time it was received.
- ✓ Be cautious of any attachments in the email and refrain from clicking on them.
- ✓ Call Public Safety immediately
- ✓ Notify your immediate supervisor
- ✓ Avoid the area where the bomb is alleged to be until Public Safety and/or Law Enforcement issue an "All Clear."

Written Threat

- ✓ Call Public Safety immediately
- ✓ Notify your immediate supervisor
- ✓ Avoid unnecessary handling of the message to preserve evidence and keep it in a safe place until Public Safety and/or Law Enforcement arrive
- ✓ Avoid the area where the bomb is alleged to be until Public Safety and/or Law Enforcement issue an "All Clear."

BOMB THREAT CALL RESPONSE

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

If you receive a bomb threat:

1. Remain calm. Keep the caller on the line for as long as possible.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. Complete the Bomb Threat Checklist. Record as much detail as you can. Try to get exact words.
5. If possible, write a note to a colleague to call 9-1-1 or, as soon as the caller hangs up, immediately notify 9-1-1 yourself. Provide information and await instructions.
6. Notify the DPS (Department of Public Safety) at 802-443-5911.



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BOMB THREAT CHECKLIST

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. Who? _____
- Why? _____
- What is your name? _____

Exact Words of Threat:

Information About Caller:

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

Caller's Voice	Background	Threat Language
Accent	Animal noises	Incoherent
Angry	House noises	Message read
Calm	Kitchen noises	Taped
Clearing Throat	Street noises	Irrational
Coughing	Booth	Profane
Crackling voice	PA system	Well-spoken
Excited	Music	Directed to
Female	Motor	
Laughter		
Male		
Raspy		
Others	Others	Others

Number call received from: _____

Time and Date received: _____

Time ended: _____

Earthquake

Before

- ✓ Assess your surroundings and take preventative measures
- ✓ Look around the places where you spend time (dorm, classroom, or office) and identify safe places, such as under a sturdy piece of furniture, should an earthquake occur
- ✓ Create an Emergency Preparedness Kit (gloves, flashlight, batteries, medication you may need, bottled water, emergency blanket, first aid supplies, non-perishable snacks)
- ✓ Plan how you will communicate with friends and family members during an emergency. E-mail, text, and social media may be best as phone networks may become overloaded
- ✓ Identify a meeting point in an open space and at least two routes to get there
- ✓ Secure items that could fall and cause injuries (e.g., bookshelves, mirrors, light fixtures)

During

- ✓ Stay calm!
- ✓ If indoors:
 - ✓ Do not run outdoors! Stay where you are. **Drop, Cover and Hold On!**
 - ✓ If you cannot get under a sturdy piece of furniture, get near a corner of a room or in a doorway away from windows and objects that could fall on you
- ✓ If outdoors:
 - ✓ Move away from buildings, trees, streetlights, and utility wires
 - ✓ **Drop, Cover, and Hold On!**

After

- ✓ Assess and move to safety
- ✓ When the shaking stops, look around and assess your situation
- ✓ If there is a clear path to safety, leave the building and go to your muster point in an open space away from damaged areas
- ✓ Do not use elevators!
- ✓ When exiting the building, move along walls, including when walking downstairs, as these areas are sturdier
- ✓ Once outside, stay away from buildings and head towards your muster point
- ✓ Do not use lighters or open-flame tools, as there could be a gas leak in the area
- ✓ If you become trapped during the earthquake, do not move around, or kick up dust. If possible, use your cell phone to call or text for help. If not, tap on a pipe, wall, or whistle so that rescuers can locate you.

Elevator Failure

Before

- ✓ Be aware of your surroundings including the condition of the building elevators
- ✓ Take note of the emergency procedures and the emergency alarm button in the elevator

During

The elevator(s) may be out of service for a variety of reasons such as needed repairs, malfunction, power failure, fire alarm, or other types of emergencies.

If you find yourself stuck inside an elevator:

- ✓ Remain calm
- ✓ Activate the emergency alarm button if present on the elevator panel to summon help and call Public Safety at 802-443-5911 if no one answers the emergency call button
- ✓ Report any medical emergency or needs occurring within the elevator

Public Safety is responsible for responding to elevator emergencies and reporting the issue to Facilities Services and the Fire Department, as necessary. A member of either the Public Safety or Facilities team will then stay with the elevator to reassure and assist until the emergency is resolved.

Safety precautions to keep in mind:

- ✓ Do not climb out of the elevator either through the top or through an open door, especially if the elevator is stuck between floors. It may start up again without warning and injuries could result.
- ✓ Do not extend your arms, legs, or your head through a partially open door. Mechanical equipment in an emergency can be unpredictable and severe injuries could result
- ✓ Do be patient and wait for the Facilities Team and the Elevator Technician or Fire Department to assist you

Excessive Cold

Before

- ✓ Regularly stay informed by following the news and weather alerts. Subscribe to VT-Alert for inclement weather information.
- ✓ Make sure checking the forecast is a part of your regular routine so you will know when to expect freezing weather
- ✓ If possible, adjust your schedule to avoid being outside during the coldest part of the day, typically the early morning
- ✓ Dress for outdoors even if you do not think you will spend much time outdoors

During

- ✓ Stay indoors and wear warm clothes. Layers of loose-fitting, lightweight, and warm clothes are suggested

- ✓ Eat regularly. Keep the body replenished with fluids to prevent dehydration. Avoid caffeine and alcohol.
- ✓ If you must go outside:
- ✓ Walk carefully on snowy and icy sidewalks. Slips and falls occur frequently in winter weather
- ✓ Learn how to [walk like a penguin](#)
- ✓ Cover your mouth to protect your lungs from severely frigid air
- ✓ Watch for signs of hypothermia and frostbite
- ✓ Keep dry. Change wet clothing frequently to prevent a loss of body heat

After

- ✓ Avoid traveling until conditions have improved
- ✓ Check to see if your friends and neighbors are okay

Excessive Heat

Before

- ✓ Regularly stay informed by following the news and weather alerts. Subscribe to VT Alert for inclement weather information.
- ✓ Shield windows exposed to the sun
- ✓ Be aware of both the temperature and the heat index. The [heat index](#) is the temperature the body feels when the effects of heat and humidity are combined
- ✓ Check for air leaks and clean the A/C filter
- ✓ Refrigerate bottles of drinking water
- ✓ If you do not have air conditioning, find places to go to for relief from the heat during the warmest part of the day (schools, libraries, theaters, malls)

During

- ✓ Stay hydrated by drinking plenty of fluids even if you do not feel thirsty. Avoid drinks with caffeine or alcohol
- ✓ Wear loose-fitting, lightweight, light-colored clothing. Avoid dark colors as they absorb the sun's rays
- ✓ Slow down, stay indoors, and avoid strenuous exercise during the hottest part of the day. Postpone outdoor games and activities
- ✓ Check on family, friends and neighbors who do not have air conditioning
- ✓ Check on your animals frequently to ensure they are not suffering from the heat

After

- ✓ The National Weather Service provides additional information on [heat injuries](#)

Explosions

Due to safety devices and procedures governing their use, there is little possibility of an explosion from equipment in the building. Nonetheless, accidents happen, and it is possible a device may be brought in from the outside.

Before

- ✓ Know where emergency exits are located on your floor
- ✓ Know how to get to an exit, even in the dark
- ✓ Know where fire extinguishers are located on your floor
- ✓ Know where your fire alarm pull stations are located
- ✓ Know your muster points
- ✓ Participating in Fire Drills
- ✓ If you see any suspicious boxes, packages, or containers of any kind, report them to Public Safety and to your supervisor
- ✓ If you smell an odor that you cannot identify, especially if it is noxious—evacuate and call Public Safety and/or Facilities and notify your supervisor immediately
- ✓ Facilities Services or Public Safety will evaluate the threat and decide what steps to take

If there is an explosion:

During

- ✓ Treat it like a fire emergency and follow the evacuation procedures and instructions
- ✓ Stay calm
- ✓ Render aid if it is safe to do so
- ✓ Assist in evacuating anyone that is injured or needs assistance

After

- ✓ Do not re-enter the building until the “All Clear” order has been given by Public Safety

Fire

Before

- ✓ Familiarize yourself with your building's evacuation procedures.
- ✓ Locate the nearest exits.
- ✓ Know how to get to an exit even in the dark
- ✓ Know where fire extinguishers are located on your floor
- ✓ Know your muster point.
- ✓ Participating in Fire Drills

During

- ✓ If you smell smoke or detect a fire, activate the nearest alarm, if possible, and call 911 from a safe location.
- ✓ Evacuate as soon as you hear the alarm.
- ✓ Before opening any door, use the back of your hand to test the door's temperature. Also check the doorknob's temperature. If either is hot, leave the door closed, stuff towels or clothes in the cracks, and open a window. Look for another exit.
- ✓ If the door is not hot, open it slowly and be prepared to close it quickly if necessary.
- ✓ In a smoke-filled area, keep low to the floor to avoid inhaling smoke.
- ✓ If you encounter smoke in a hall or stairway, consider using another exit.
- ✓ Close doors as you leave
- ✓ Pull the fire alarm
- ✓ Call 911 from a safe location
- ✓ Extinguish small fires quickly if it is safe to do so
- ✓ Do not look for friends or use the phone to call anyone until you are in a safe area.
- ✓ Evacuate building - use stairs never use the elevators in a fire emergency
- ✓ Report to your emergency muster point and check in with your Resident Advisor or Student Life representative if appropriate.
- ✓ Immediately inform emergency responders or Middlebury staff if you are aware that someone is "defending in place "or missing
- ✓ A Public Safety Officer will direct you to another safe location to find shelter in harsh weather.
- ✓ Do not reenter the building until Middlebury College Public Safety, administrative staff or the Fire Department personnel have indicated that it is safe to reenter

How to Use a Fire Extinguisher:

All extinguishers are inspected monthly by campus staff and annually by licensed fire protection services

To operate the fire extinguisher:

- ✓ Look to ensure the extinguisher is the right type for the fire you are putting out and you can extinguish the fire without endangering yourself or others.
- ✓ Hold the unit upright against your body
- ✓ Pull the safety pin to break the safety wire or plastic seal
- ✓ Hold the fire extinguisher by the bottom-most of the two levers
- ✓ Remove the hose from its retaining clip
- ✓ Stand 8 to 10 feet away
- ✓ **AIM** the hose nozzle at the base of the fire
- ✓ **SQUEEZE** the two levers together. This will discharge the fire extinguisher

- ✓ **SWEEP** the nozzle side-to-side across the base of the fire
- ✓ Always position yourself so you are facing the fire with your back to an exit. Make sure your exit is not cut off by the fire
- ✓ If the fire extinguisher is fully discharged and the fire is not out, you must make a quick decision as to whether another fire extinguisher will finish the job or whether it should be left to the Fire Department. By this time, they should be on their way. **Do not be a hero. Protect yourself. When in doubt, leave.**
- ✓ Report on your progress to Public Safety or the fire department if they are on the scene.

After

Do not re-enter the building until the “All Clear” order has been given, and you have been authorized to re-enter by the Fire Department or Public Safety.

- ✓ Check the gauge at the top of the fire extinguisher
- ✓ The gauge pointer should be in the green area. If it is not, the Fire Extinguisher requires service and should be reported to Facilities Services

Flood

Middlebury College has occasionally experienced localized flooding in basements and low-lying areas.

Before

- ✓ Regularly stay informed by following the news. Subscribe to VT Alert for inclement weather information.
- ✓ Create a communication plan with your family and friends in the event of a disaster. The plan should include a specific person identified to contact for status updates and/or a safe location to meet.
- ✓ Assemble an emergency kit (gloves, flashlight, batteries, medication you may need, bottled water, emergency blanket, first aid supplies, non-perishable snacks)
- ✓ Know your risk. Is your building in a [floodplain](#)

During

- ✓ If you detect water leaking or a flood on Campus, call Public Safety and Facilities Services immediately
- ✓ If you are in an area that will flood, and do not feel comfortable, do not wait for the order to leave; evacuate yourself
- ✓ Continue listening to local news stations for the latest information and updates.
- ✓ Do not walk, swim, or drive through floodwater. Just six inches of fast-flowing water can knock you over and two feet will float a car
- ✓ If told to evacuate, do so immediately.
- ✓ If you have time, disconnect electronics, appliances, and other electrical devices.

- ✓ If water covers the electrical service panel, meter, outlets or if cords are submerged, DO NOT go near the area.
- ✓ Remember that water conducts electricity. Do not step into it unless you know it is safe to do so.

After

- ✓ Continue listening to local news for the latest updates.
- ✓ Let friends and family know you are safe.
- ✓ If evacuated, return only when authorities say it is safe to do so.
- ✓ Avoid standing water which hides many dangers including toxins and chemicals. There may be debris under the water and the road surface may have been compromised.
- ✓ Do not visit disaster areas, your presence may hamper rescue and other emergency operations.
- ✓ Pay attention to the road closure and other cautionary signs put in place for your safety.
- ✓ Do not enter a flood-damaged building until you are given the “All Clear” by Public Safety.

Hazardous Materials

Before

A Safety Data Sheet (SDS) is available online at go/sds/

- ✓ Read the SDS and be familiar with each substance you use.
- ✓ Take precautions to avoid exposure to hazardous materials.

During

- ✓ In case of emergency such as injury or illness, major spill, or theft of hazardous material, immediately call 911 to summon emergency responders.
- ✓ Notify Public Safety as soon as possible thereafter.

If there is chemical exposure to skin:

- ✓ Flood exposed area with running water from faucet or safety shower for at least 15 minutes
- ✓ Remove contaminated clothing or jewelry at once.
- ✓ Make sure chemicals have not accumulated in shoes.
- ✓ Obtain medical attention - if necessary

If there is chemical exposure to eyes:

- ✓ Immediately rinse the eyeball and inner surface of eyelid with water continuously for at least 15 minutes. Hold eye open to insure effective wash behind eyelids. Be careful not to contaminate the other eye.
- ✓ Obtain medical attention as needed.

If there is smoke, fumes, propane or natural gas odors, gasoline odors, or other airborne contaminants:

- ✓ If you smell an odor which you cannot identify, especially if it is noxious— leave the area and call Public Safety, Facilities Services, and your supervisor immediately.
- ✓ If you feel sick, warn others, and leave the area.
- ✓ Anyone overcome by smoke or other airborne contaminants should be relocated to an area where there is fresh air.
- ✓ Never attempt to enter a location where potentially dangerous air contaminants might place you at risk. Do not enter the space until the odor is identified and rendered safe to enter (or rendered safe for a trained emergency responder with an authorized respirator). If someone is hurt, obtain medical attention.

If clothing is on fire (Stop, Drop and Roll):

- ✓ Extinguish burning clothing by using the drop and roll technique, dousing with water using an emergency shower, or smothering with a fire blanket. Note: If you use a fire blanket, do not allow the person to remain standing
- ✓ If possible, remove contaminated clothing and cover injured people to prevent shock.
- ✓ Seek immediate medical attention, call 911.

After

- ✓ Report on the exposure incident to your supervisor.

Incident reporting:

Middlebury employees are responsible for reporting unsafe conditions in our community. Reporting all near misses, hazard recognitions and injuries is a cornerstone of our safety culture. All identified concerns should be reported to our Human Resources and EHS departments by using the [go/WorkSafe](#) shortcut. Accurate timely reporting helps us make a safer work environment for all.

Global Travel Risk

Before

- ✓ Before traveling, check the [State Department](#) website to see if there are any travel restrictions for your destination.
- ✓ Make sure all your travel documents (passport, visa, etc.) are up to date and will be valid for the duration of your trip.
- ✓ Bring extra belongings (electronics, clothing, money) in case your trip is unexpectedly extended.
- ✓ Enroll in the State Department's Smart Traveler Enrollment Program (STEP), to receive important alerts.

During

If There Is a Problem at Your Location Outside the United States

- ✓ Contact the nearest American Embassy or Consulate
- ✓ Arrange for travel back to the United States or country of origin as quickly as possible.

- ✓ If travel is not an option, make plans for an extended stay abroad. Assistance can be provided through Embassy or Consulate
- ✓ Stay updated by frequently checking government websites and news outlets as situations can change rapidly.

After

- ✓ Contact family and friends to advise them of your status and let them know you are safe.
- ✓ If you are traveling on college business, contact your supervisor to advise your status

Lockout

Not all buildings have card access. Only buildings with card access can be locked out or locked down remotely. Keyed buildings will need to be locked manually if it is safe to do so. A lockout will allow people with swipe cards and appropriate clearance to access the buildings equipped with this technology, but others cannot.

Before

- ✓ Keep your card on your person at all times. If your card is lost or stolen, report that to Public Safety.
- ✓ Know the kind of locks on the buildings you frequent, not all buildings have card access.

During

- ✓ If it is safe to do so, lock exterior doors not equipped with card access.
- ✓ Stay away from windows.
- ✓ Do not open the door for anyone, if they have a card or key, they can gain entry. Law enforcement will be provided with keys.
- ✓ Follow the instructions given via the Emergency Notification System.
- ✓ Wait for the "All Clear."

After

- ✓ Contact family and friends to advise them of your status and let them know you are safe.

Lockdown

Not all buildings have card access. Only buildings with card access can be locked down remotely. Keyed buildings will need to be locked manually if it is safe to do so. A lockdown will not allow anyone besides Public Safety and Emergency Responders to enter.

Before

- ✓ Keep your card on your person at all times. If your card is lost or stolen, report that to Public Safety.
- ✓ Know the kind of locks on the buildings you frequent, not all buildings have card access.

During

- ✓ If it is safe to do so, lock exterior doors not equipped with card access.
- ✓ Do not open the door for anyone, law enforcement will be provided keys.
- ✓ Follow the instructions given via the Emergency Notification System, wait for the "All Clear."
- ✓ If you are locked out, seek shelter away from the threat and await further instructions.

After

- ✓ Contact family and friends to advise them of your status and let them know you are safe.

Medical Emergency

Before

Know location of workplace first-aid supplies

Maintain a personal emergency medical kit with basic first aid supplies at your home and office.

- ✓ Consider CPR and/or First-aid training for lay persons available through the American Heart Association, Red Cross, and other organizations.

During

If someone is injured or becomes ill in your presence:

- ✓ **DO NOT MOVE** the injured person, unless they are in danger (in a pool, burning building, etc.)
- ✓ **Call 911 immediately** if the situation is serious or life-threatening. Stay on the phone with the emergency dispatcher until emergency responders arrive if possible.
- ✓ Contact Public Safety as soon as possible.
- ✓ Stay with the victim until emergency responders arrive and you are relieved.
- ✓ When Public Safety arrives, let them know if 911 was notified. If not called, Public Safety will call 911 if required.
- ✓ Public Safety will be in charge until EMS arrives on campus.
- ✓ Try to avoid blood or bodily fluids without the aid of protective equipment.
- ✓ Automatic External Defibrillators (AED) are available for lifesaving measures in the event of a cardiac arrest and are located throughout the College to be used by anyone, follow the instructions.
- ✓ Provide your name, contact information, and statement of what happened to responding authorities as needed.

Pandemic Flu

Middlebury College has an Emergency Plan that includes the threat of severe communicable illness, such as pandemic flu.

College Health Officials monitor websites and press briefings of and may receive direct communication from the Centers for Disease Control (CDC), the World Health Organization (WHO) and the Vermont Department of Health (VDH). In the event that a communicable disease, such as a flu pandemic, presents an immediate threat to the safety of Middlebury students and our community, the College's will evaluate relevant immunization rates, risks to the general and specialized populations (e.g., elders, those with chronic illnesses, etc.) and the capacity to enact relevant quarantine and isolation procedures alongside any safety measures to remain open. In some cases, campus evacuation may be necessary coupled with moving academic and other operations online or institutional closure.

All students are required to have a personal evacuation plan. Should the College evacuate, updates would be provided to students and on the College's home webpage.

More info on a campus evacuation due to a pandemic: <https://www.middlebury.edu/emergency-response/emergency-situations/pandemic-campus-evacuation>

Power Failure

Before

Regardless of location, you should:

- ✓ Know where to find your flashlights and batteries.
- ✓ Have a flashlight app on your phone.
- ✓ Ensure you have a portable power bank, and that it is fully charged.

During

When the power goes out:

- ✓ Do not use candles, only use a flashlight.
- ✓ Unplug any electronics such as computers, televisions, and stereos.
- ✓ If you are at work, await instructions from the building staff.
- ✓ If an evacuation is ordered, follow the instructions given.
- ✓ Close the windows and doors before you leave.
- ✓ Follow evacuation Procedures outlined in Section 3
- ✓ Use the stairs—do not use elevators in an evacuation.

- ✓ Wait at the evacuation Muster Point for further instructions.
- ✓ If you are cooking, turn off the oven and stove.
- ✓ Do not touch any downed power lines.
- ✓ Avoid standing water due to the possibility of electrocution from downed power lines.

After

- ✓ Check your electrical equipment for damage.
- ✓ Throw away any food that has been exposed to temperatures 40° F (4° C) or higher for 2 hours or more or that has an unusual odor, color, or texture. When in doubt, throw it out!

Severe Weather

Before

- ✓ Regularly stay informed by following the news and National Weather Service reports
- ✓ Create a communication plan with your family and friends in the event of a disaster - Plan should include specific person identified to contact for status updates, and/or a pre-determined safe location to meet.
- ✓ Assemble an emergency kit.
- ✓ Know your risk whether your home, place of employment or school is in a high-risk area.
- ✓ Subscribe to VT-Alert to receive emergency alert notifications.
- ✓ Middlebury College is equipped with a lightning detection alert system – In the event there is lightning within a designated area the horn will sound alerting everyone outside to seek shelter due to the proximity of lightning. Take cover in a building when the alert has sounded, wait for all clear before exiting the building.

During

Should a storm or high wind conditions occur, there could be damage to our community.

In case of high winds:

- ✓ Each day when you leave, secure your office and home by locking the windows and doors, and turning out the lights.
- ✓ If a window suddenly blows open, move away from it to avoid flying glass or other objects.
- ✓ Doors to the outside should be treated the same way.
- ✓ Monitor emergency alerts and building announcements for warnings and instructions.

When on campus:

- ✓ Call Facilities and/or Public Safety immediately to report building damage
- ✓ In case of severe or life-threatening injuries, call 911. Follow the medical emergency procedures and directions of the 911 Emergency Dispatcher
- ✓ In case of a severe storm warning, a decision will be made by the EMT Director or designee to close the building.

- ✓ If conditions are so severe that leaving the building is unsafe or impossible, then a decision may be made to move occupants to rooms without exterior windows or doors to take cover.

After

- ✓ Assess for injuries and call for help as needed.
- ✓ Use care to avoid broken glass and fallen objects as you exit the building and/or clean-up.
- ✓ Campus clean-up will be coordinated by Facilities Services

Shelter-in-Place Order

Before

- ✓ Know your building and floor plan including safe spaces away from windows and doors.
- ✓ Participate in drills to prepare yourself for an emergency.
- ✓ Keep an emergency kit in your home and workspace including flashlight, extra batteries, latex gloves, work gloves, first-aid kit, non-perishable food items, and other supplies you may need.
- ✓ Monitor the news and emergency notification alerts.
- ✓ Keep your cell phone charged and carry a spare charging unit.

During

- ✓ Close the building. If there are visitors in the building, provide for their safety by asking them to stay - not leave. When authorities provide directions to shelter-in-place, they want everyone to take those steps immediately.
- ✓ Do not drive or walk outdoors.
- ✓ Unless there is an imminent threat, encourage students, faculty, staff, and visitors to call their emergency contact to let them know where they are and that they are safe.
- ✓ Turn on call-forwarding or alternative telephone answering systems or services. If the Campus has voice mail or an automated attendant, change the recording to indicate that it is closed, and that students, staff, and visitors are remaining in the building until authorities advise it is safe to leave.
- ✓ Quickly lock exterior doors and close windows and air vents.
- ✓ Facilities will work with the building manager or designated employees familiar with the building's mechanical systems to turn off all fans, heating and air conditioning systems, and clothes dryers. Some systems automatically provide for exchange of inside air with outside air. These systems may need to be turned off, sealed, or disabled.
- ✓ If you are told there is danger of explosion, close the window shades, blinds, or curtains.
- ✓ Gather your emergency kit and essential disaster supplies, such as nonperishable food, bottled water, flashlight, etc. Select interior room(s) above the ground floor, with the fewest windows or vents. The room(s) should have adequate space for everyone to be able to sit. Avoid overcrowding by selecting several rooms if necessary. Large storage closets, utility rooms, pantries, copy rooms, and conference rooms without exterior windows will work well. Avoid selecting a room with mechanical equipment like ventilation blowers or pipes, because this equipment may not be able to be sealed from the outdoors.

- ✓ Take your emergency supplies with you into the room you have designated. Listen to the radio, watch television, or use the Internet for further instructions until you are told all is safe or to evacuate. Local officials may call for evacuation in specific areas at greatest risk in your community.

If you are on campus:

As directed by the Emergency Management Team (EMT) Director or Operations Chief, the building will be closed. If there are visitors in the building, provide for their safety by asking them to stay - not leave.

- ✓ Follow the instructions given and the safety measures listed above.
- ✓ Write down the names of everyone in the room and their affiliation with the Campus and provide it if requested.
- ✓ The EMT Director or Operations Chief will coordinate with local officials to provide updated information when it is safe to do so.
- ✓ Wait for the "All Clear" order or "Evacuation" Order before leaving your safe shelter location.
- ✓ Follow the updated directions of the Emergency Management Team through the resolution of the emergency.

After

- ✓ Assess property damage and injuries.
- ✓ Seek medical attention as needed.

If you are off campus:

- ✓ Follow the instructions of the authorities where you are.
- ✓ If the Shelter in Place Order is for Middlebury College Campus DO NOT RETURN until the Shelter in Place Order is lifted.
- ✓ Monitor the news and emergency notification alerts.

Tornadoes

Before

- ✓ Regularly stay informed by following the news and National Weather Service's Reports.
- ✓ Identify an underground shelter, basement, or safe room. If none are available, a small windowless interior room or hallway on the lowest level of a sturdy building is the safest alternative.

During

- ✓ Seek shelter in a basement or sturdy building.
- ✓ Stay away from windows and do not go to large open rooms such as cafeterias, gymnasiums, or auditoriums.
- ✓ Stay away from bridges/highway overpasses.
- ✓ Do not go outside until the warning has passed.

After

- ✓ Continue to listen to local news for updated information and instructions.
- ✓ If you evacuate, return only when authorities say it is safe to do so.
- ✓ Let friends and family know you are safe.
- ✓ Contact local authorities if you see power lines down. Stay out of damaged buildings.
- ✓ If you come across people that are injured, provide first aid to victims if needed until emergency responders arrive.

Transportation Failure

Before

- ✓ Always be aware of alternate forms of transportation in case your primary form is out of service.

During

- ✓ If needed take the bus to your destination if it is available
- ✓ Consider carpooling with a friend or colleague.
- ✓ If all other services are unavailable and weather permits, consider walking or using a bike-sharing service.
- ✓ If all other options are unavailable, stay home or shelter at Middlebury, cancel your impacted appointments, and report your status to your supervisor or professor as appropriate.

After

- ✓ Reschedule your appointments.
- ✓ Make alternative transportation arrangements for the remaining period if the transportation failure is ongoing.

DEFINITIONS

Active Threat- an individual who may or may not be armed who intends to cause physical harm to others.

Defend in Place Location — An area where people, including those with disabilities, can go to await assistance if they are not able to evacuate or get to another area of safety.

Area of Safe Refuge — Is an area that is engineered for this purpose with fire protection and a phone to allow someone to safe refuge while they wait for assistance in an emergency.

Defend in Place — Is a term used when someone is remaining in the building instead of evacuating.

Building Emergency Action Plan (BEAP) A document that consists of emergency procedures to help facilitate and organize building occupant actions during an emergency.

Building Evacuation — Action taken to leave an area for personal safety.

Emergency Responders — Individuals specifically trained for emergency response, including police, fire, ambulance, public safety, and facilities services personnel.

Muster Point — The location outside the building where evacuees will convene once they have evacuated from the building.

Shelter-in-Place — Action taken to seek immediate shelter indoors when emergency conditions do not warrant or allow evacuation.

