

Emergency Operations Plan

Middlebury College
Middlebury, Vermont



Middlebury

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
EXECUTIVE SUMMARY	5
PROMULGATION STATEMENT	7
STATEMENT OF APPROVAL	8
RECORD OF CHANGE.....	10
RECORD OF DISTRIBUTION	11
PURPOSE	12
Principles.....	12
Scope	13
SITUATION OVERVIEW.....	14
Hazard, Vulnerability, and Impact Analysis and Risk Assessment.....	14
PLANNING ASSUMPTIONS.....	19
Access and Functional Needs	20
CONCEPT OF OPERATIONS – MITIGATION.....	21
CONCEPT OF OPERATIONS – PREPAREDNESS	22
Vital Records	22
Resource Maintenance.....	23
Public Education and Awareness	23
DIRECTION, CONTROL, AND COORDINATION.....	25
Executive Policy Group Authority	25
Emergency Management Team Authority.....	25
Emergency Management Auxiliary Team.....	26
Emergency Operations Center (EOC)	26
Action Plans.....	27

Mutual Aid.....	28
CONCEPT OF OPERATIONS – RESPONSE.....	31
Response Priorities.....	31
Activation.....	32
ORGANIZATION AND RESPONSIBILITIES.....	33
Executive Policy Group Organization	33
Emergency Management Team Organization.....	33
Emergency Operations Center Coordinator	35
Emergency Support Department Responsibilities.....	35
Middlebury College Employees	40
INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION	41
Notification and Warnings	41
Timely Warning.....	42
Emergency Notifications	43
RAVE Messaging System.....	45
ENS Authorization	45
CONCEPT OF OPERATIONS – RECOVERY	46
TRAINING AND EXERCISES.....	48
After Action Reports	49
ADMINISTRATION, FINANCE, AND LOGISTICS.....	51
Records and Reports.....	51
Agreements and Contracts	51
PLAN DEVELOPMENT AND MAINTENANCE.....	52
Development	52
Maintenance	52
AUTHORITIES AND REFERENCES.....	53

Authorities 53

References 53

Functional Annexes 54

ANNEX A: EVACUATION..... 54

ANNEX B: LOCKOUT, LOCKDOWN, SHELTER IN PLACE..... 58

ANNEX C: COMMUNICATION AND NOTIFICATION 61

ANNEX D: CONTINUITY OF OPERATIONS AND RECOVERY..... 64

ANNEX E: PUBLIC HEALTH, MEDICAL HEALTH, MENTAL HEALTH..... 67

EXECUTIVE SUMMARY

The Middlebury College Emergency Operations Plan (EOP) provides the organized management system for Middlebury College to follow during emergencies. It is designed as a flexible system in which part or the entire plan may be activated as appropriate to the situation. The EOP provides an organizational structure and procedures for the management of information, activities, and operations during an emergency. As described throughout the EOP and supporting documents, Middlebury College maintains programs in the prevention of, preparation for, response to and recovery from natural, human-caused, and technology-caused disasters.

The Emergency Operations Plan follows the format outlined by the Department of Education's Guide for Developing High-Quality Emergency Operations Plans and consists of a basic plan supplemented by functional annexes, resource annexes and situational appendices. The basic plan recognizes the content and role of existing plans, identifies potential hazards to the College, and establishes the general organization and function of the Emergency Operations Center.

The Emergency Operations Plan establishes a framework of policy and guidance for College preparedness, response, recovery, and mitigation. It also supports Business Continuity and Disaster Recovery Plans, establishing a framework to coordinate specific plans and procedures maintained by individual departments or divisions to enable a campus-wide approach to incident mitigation and resolution.

Recognizing potential hazards and managing their associated risks are major components of emergency planning. The College has established policies, procedures, and guidelines to respond to emergencies to minimize their impact and duration. An emergency is defined as a sudden or unexpected occurrence or combination of occurrences that may cause injury, loss of life, destruction of property, or the interference, loss, or disruption of normal business operations that poses a threat to the campus community.

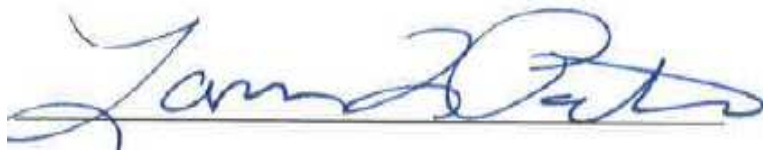
PROMULGATION STATEMENT

To the Middlebury College Community,

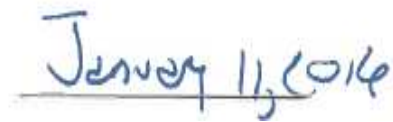
In the event of a natural, technological or human-caused emergency or incident that affects Middlebury College, we must be prepared to implement plans and procedures to protect lives and property.

While each campus emergency or incident will be unique in its circumstances, the management of emergencies and incidents will be supported generally by this comprehensive plan.

The purpose of this plan and its annexes is to serve as a resource to the College community and the outside agencies that support it, and to provide a framework through which the College will generally respond to critical incidents and emergencies. The plan is designed to be flexible enough to be adaptable to events as they unfold, through its designation of general areas of responsibility and its defining of a general framework for response. In its response to all emergencies and critical incidents, the College will exercise discretion to respond, as it deems reasonable given the circumstances to each unique incident or emergency.



Laurie L. Patton
President, Middlebury College



Adoption Date

STATEMENT OF APPROVAL

The undersigned agree to the responsibilities assigned to their department in the Middlebury College Emergency Operations Plan. By signing this plan, we agree to implement the roles and responsibilities outlined herein:

Jessica Baldwin Sp

Provost

2/1/2016

Date

Michael E. Fiele

Vice President for Risk and Compliance

1/11/2016

Date

Bill Boy

Vice President for Communications & Marketing

1/11/2016

Date

Ann

Vice President for Academic Affairs & Dean of the Schools

2-1-2016

Date

Kathy Smith Obbold

Vice President for Student Affairs & Dean of the College

1/11/16

Date



11 JAN 2016

VP for Academic Affairs & Dean of the Institute, MIIS

Date



1/11/16

Vice President for Finance and Treasurer's Office

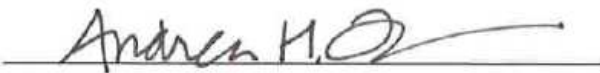
Date



1.11.2016

Vice President for Academic Development

Date



1.11.2016

Vice President for Academic Affairs/Dean of Faculty

Date



1/13/2016

AVP for Human Resources & Org. Development

Date



1/13/2016

Asst. Treasurer and Director of Business Services

Date

RECORD OF CHANGE

Date	Pages	Summary of Change
3/17/17		Added Resource Annexes for Emergency Response Guide and Int'l Emergency Management Plan
3/22/17		Change in locations of Emergency Operations Centers
3/22/17		Incident Action Plan (IAP) Instructions sheet and Incident Action Plan (IAP) Template

PURPOSE

The Emergency Operations Plan is the framework within which Middlebury College reduces vulnerability to hazards and responds to emergencies. This framework protects Middlebury College by coordinating and integrating all activities necessary to build, sustain, and improve the capability to prevent, mitigate, protect, respond and recover from all threats associated with natural conditions, technology and human actions.

The Plan is based on the functions and principles of the National Incident Management System (NIMS) the National Fire Protection Association Standard 1600, the National Response Framework, United States Department of Education's Guide For Developing High-Quality Emergency Operations Plans For Institutions of Higher Education, FEMA's Comprehensive Planning Guide 101, The Clery Act and the requirements of Occupational Safety and Health Regulations.

Principles

The Middlebury College Emergency Operations Plan is designed around the following principles:

- Comprehensive: Takes into account all types of hazards;
- Risk Driven: Assesses risk before assigning priorities and resources;
- Integrated: Seeks to unify all entities of the Middlebury College community in addressing threats;
- Coordinated: Synchronizes the plans and activities of all stakeholders;
- Organic: Aligns the natural capability of departments with appropriate emergency functions this comprehensive document is designed to be read, understood and exercised prior to an emergency.

Scope

The Middlebury College Emergency Operations Plan is designed to achieve the following:

- Identify threats;
- Prevent or mitigate impact of hazards;
- Safeguard life and health;
- Provide appropriate care to community members during emergencies;
- Stabilize incidents at the lowest possible impact;
- Protect property, data and the environment;
- Sustain essential operations and recover in the shortest time possible.

SITUATION OVERVIEW

Hazard, Vulnerability, and Impact Analysis and Risk Assessment

Middlebury College recognizes that the planning process must address threats facing the College. The College is vulnerable to a wide range of threats. The College periodically conducts two types of risk assessment and vulnerability analyses. The Hazard, Vulnerability, and Impact Analysis analyzes various hazard types, the situation's potential impact to life, operations, and property and the likelihood of occurrence. This analysis is conducted by the Emergency Management Team and focuses on Middlebury campus emergencies. The College's Office for Risk and Compliance, with participation from the Senior Leadership Group and select subject-matter experts as needed, conducts a risk assessment of significant risk categories for the entire institution. The findings of this assessment are charted on a Heat Map.

The Hazard, Vulnerability, and Impact Analysis Worksheet and the Heat Map are contained in the appendices of this Plan.

The following incidents give a historical perspective of emergencies and their impact on the College. A brief summary is provided for context:

Bomb Threat

In 2005, the Department of Public Safety received a bomb threat stating that a bomb had been left outside of a student's room in Gifford Hall. No device was found, but the college's procedures calling for evacuation in this situation displaced residents for several hours.

Area public schools have experienced bomb threats in recent years. Middlebury attracts high profile and sometimes controversial speakers. These factors combine to make a bombing incident a threat for which to be prepared.

Communicable Disease Outbreak

In December 2001, an intestinal virus sickened forty students within a 24-hour period.

In February 2003, Severe Acute Respiratory Syndrome (SARS), a disease associated with the signs and symptoms pneumonia and other respiratory illnesses, began spreading around the world and one year later was found in 22 countries. With an international population (students, faculty and staff), the Parton Health Center posted information on the center's webpage and encouraged those who suspect they may be infected to make an immediate appointment with the Center.

In September of 2009, the H1N1 strain of the influenza virus became likely to affect the College campus. Parton Health Center posted its Pandemic Flu Response on its webpages.

Other Communicable Diseases

In August of 2014, the Ebola Outbreak in West Africa became a concern to the campus with the matriculation of a student from West Africa. A subcommittee was formed to determine appropriate actions to monitor the student and the situation.

Civil Disturbance

As an academic institution, Middlebury occasionally experiences protests and demonstrations, primarily, although not always, by students.

In October of 2002, White House Press Secretary Ari Fleischer '82 spoke in Mead Chapel as almost 900 protestors rallied against a unilateral war on Iraq. Calling itself United for Peace, the ad hoc coalition included students, faculty, and staff from Middlebury College and activists from the town and around the state.

In November of 2012, Olav Ljosne, a senior manager of international operations at Royal Dutch Shell, came to campus to speak on a variety of topics. Two student protestors interrupted his presentation, accusing him of being a liar before falling to the floor in protest.

In March of 2017, controversial political scientist and author Charles Murray was invited by a student group to present his latest research and book. His appearance was the subject of protests that prevented him from speaking. The faculty moderator was injured by protestors who surrounded the vehicle Murray was departing in. This protest caused significant disruption to the campus for two weeks that highlighted divisions among the community about differing views.

Fire

Between 2010 and 2015, there were ten fires in campus residence halls.

In February of 2015, there was a major fire at one off-campus residence rented by Middlebury students.

In 2011, the College's Biomass Plant realized two significant fires.

Violent Crime

In March of 2002, two males entered a student's dorm room and stole items after striking him in the head with a weapon.

Sexual violence, dating violence and simple assault are other crimes that occur annually.

Threats of Violence

In April of 2013, an employee threatened revenge at his termination meeting, stating that he would come back to campus and harm people.

Severe Weather

Ice Storm: In January 1998, a severe ice storm hit much of northern Vermont. Many roads were impassable due to downed power lines and trees. Power outages continued for several days. The College was forced to cancel classes.

Blizzards: In February 2007, a significant snowstorm coupled with high winds substantially impacted Addison County and forced Middlebury College to close on February 15. Classes were canceled and all non-essential staff was instructed to stay home.

In March of 2017, a blizzard caused the campus to close for half of a business day. Classes were canceled and all non-essential employees were sent home.

Earthquakes: Vermont is classified as an area with “moderate” seismic activity. In 1962, Middlebury was the epicenter of an earthquake that registered a 4.1 in magnitude. (*Vermont Emergency Management, 1995*). In May of 2001 and again in the summer of 2010, earthquakes in the 5.0-5.5 range have been felt in the neighboring town of New Haven with epicenters in New York and Quebec, respectively. (*Middlebury, Vermont, All-Hazards Mitigation Plan Working Draft, February 2014*).

Hurricanes: On August 28, 2011, Hurricane Irene caused record flooding in the Green Mountain State, the worst to hit Vermont since 1927. Businesses and homes in Rutland and Windsor Counties were destroyed. Many communities were without power, and more than 200 roads and bridges throughout the state were closed. College operations continued as normal.

In November 2012, “Superstorm” Sandy was forecasted to impact Vermont, but the state experienced only minor flooding and high winds.

Tornadoes: Between 1950 and 1999, 34 tornadoes were recorded in Vermont, injuring a total of 10 people and causing a collective \$8.4 million dollars in property damage. Nearly all of these events occurred between the months of May and August, and most occurred in the afternoon.

Train Derailment

On October 22, 2007, a train carrying 18 rail cars, 15 of which contained approximately 25,000 gallons of gasoline each, derailed. Several cars leaked gasoline into the Otter Creek, a tributary to Lake Champlain. Among other actions, the EPA conducted air monitoring, which indicated that the concentration of gasoline in the air did not exceed safety levels.

Utility Outages

Mitigation activities by power companies after the Ice Storm of 1998 have significantly reduced the impact of a similar event if it were to happen today. Due to these measures, actual vulnerability can be considered low for Middlebury College. (*Middlebury, Vermont, All-Hazards Mitigation Plan Working Draft, February 2014*).

PLANNING ASSUMPTIONS

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

The following assumptions were made in the development of this plan and must remain a real consideration during the application of the plan or any component within:

- Disasters may affect a larger geographic area than the College. Therefore, county, state, and federal resources can be overwhelmed and emergency assistance may not be available for an extended period of time;
- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, cellular telephones, and information systems;
- Public safety fire departments, police, and full medical facilities may not be available;
- Major roads and local streets may be damaged;
- Buildings and structures, including student housing, may be damaged;
- Normal suppliers may not be able to deliver materials;
- Faculty, staff, students, and visitors may not be able to leave the campus for several days due to widespread transportation infrastructure damage;
- Members of the surrounding community may arrive at the College seeking care and shelter including medical treatment;
- An emergency condition may last weeks or months, and full recovery could take years.

Access and Functional Needs

Emergency management programs must be made accessible to people with disabilities and is required by the Americans with Disabilities Act of 1990 (ADA). An access and functional needs approach more broadly includes, but is not limited to, considering mobility (including lack of transportation), vision, hearing, cognitive disorders, mental illnesses and language barriers.

The College recognizes the importance of including access and functional needs requirements in all aspects of emergency management.

CONCEPT OF OPERATIONS – MITIGATION

Middlebury College maintains a continuous process of identifying, avoiding and/or reducing the potential impact of hazards. Engaging in prevention and mitigation activities provides Middlebury College with a number of benefits, including reduced risk of loss of life, property, and essential services.

As outlined in the National Fire Protection Association (NFPA) Standard 1600, Middlebury College will undertake actions to avoid or reduce injury, disruption and damage from hazards. In addition, Middlebury College maintains an awareness of the local hazard mitigation plan.

The College maintains the following designed to prevent loss from hazards:

- Public Safety Department;
- Threat Assessment and Management Team;
- Office for Risk and Compliance;
- Risk Audits;
- Title IX and Compliance Officer;
- Emergency Preparedness and Response Teams;
- Employee background reviews;
- Active Threat Response Training;
- Dorm Safety and Fire Safety Training;
- Environmental Health and Safety Office;
- Workplace Ergonomics;
- Hazard Communications Plan;
- Workplace Violence Policy

CONCEPT OF OPERATIONS – PREPAREDNESS

The Preparedness Phase involves actions taken that keep the campus in a constant state of readiness. These activities develop operational capabilities for disaster response. These actions include: emergency planning, resourcing, training, public education, and exercises. The departments identified in this plan as having an Emergency Support Function (ESF) should prepare standard operating procedures (SOPs) and checklists detailing personnel assignments, policies, notification rosters and resource lists; they should also have SOPs for Continuity of Operations and Recovery for department functions. Personnel should be acquainted with these SOPs and checklists through periodic training in the activation and use of procedures.

Middlebury College will place emphasis on a capability development process that has the following elements:

- Planning;
- Coordinating;
- Resource development and maintenance;
- Training of students, faculty and staff;
- Public awareness and education;
- Exercising;
- Review and adjustment of operations.

Vital Records

Each department within Middlebury College should identify, maintain, and protect its own vital records necessary to maintain and resume operations. Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, the College, and other entities including contracts, transcripts, and articles of incorporation;

- Conduct emergency response and recovery operations, including utility system maps, locations of emergency supplies and equipment, emergency plans, policies, and procedures, and personnel rosters;
- Re-establish normal functions.

Record depositories should be located well away from danger zones and/or housed in facilities designed to withstand destructive forces.

Resource Maintenance

An important element of the preparedness mission is maintaining equipment, supplies and having relationships with service providers capable of supporting Middlebury College's response to emergencies and disasters.

Middlebury College maintains three levels of resources:

- Internal resources stored and maintained on campus;
- Resources from other neighboring colleges and universities;
- External resources supplied by screened vendors.

Public Education and Awareness

The College community's response to any emergency/disaster is based on an understanding of the nature of the emergency/disaster, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups should do to increase their chances of survival and recovery. Pre-disaster awareness and education programs must be viewed as equal in importance to all other preparations for emergencies and receive an adequate level of planning. These programs must be coordinated among local, county, state and federal officials to ensure their correlation with to emergency preparedness and response operations at various levels.

Community awareness and education programs include Active Threat Response and Emergency Preparedness training for all faculty, staff and students; the College's Emergency Procedures Quick Reference Guide poster, displayed in all classrooms, common areas, dormitory rooms and offices; and the display of the College's emergency webpages shortcut "go/er" on the poster for more complete emergency information.

DIRECTION, CONTROL, AND COORDINATION

Executive Policy Group

In accordance with NFPA 1600 Section 4.1, Middlebury College has established the Executive Policy Group (EPG). The role of the EPG is to develop and recommend for adoption: policy including vision, mission statement and roles; and enabling authorities; program goals, and objectives; and methods of program evaluation.

Executive Policy Group Authority

During an emergency, the President has ultimate responsibility and authority for declaring a “state of campus emergency” and making key executive decisions. He or she is assisted and advised by the Executive Policy Group in consultation with the Emergency Management Team. Field operations responsibility will remain under the direction of an on-scene Incident Commander.

Emergency Management Team

Middlebury College organizes, trains and equips an Emergency Management Team (EMT) to respond to high-risk events or incidents. The EMT is designed to provide direction, coordination and management of resources during emergencies. The components and principles of Incident Command System are used by the EMT to manage emergency operations. Therefore, they use the action planning process that involves the establishment of measurable and attainable objectives to be achieved over a given period of time.

Emergency Management Team Authority

The Emergency Management Team has full authority to control the College operations, under the guidance of the Executive Policy Group, as it relates to high-risk special events and emergency incidents. Once activated, the EMT is authorized to represent the College in any interaction with outside agencies as it relates to the safety of the College’s people, operations and property.

Emergency Management Auxiliary Team

The Emergency Management Auxiliary Team (EMAT) supports the EMT in the operational management of an emergency. Members of the EMAT will be activated based on the nature of the incident and the members' regular duties as they pertain to managing the incident.

Emergency Operations Center (EOC)

The Emergency Operations Center is a central location where the EMT directs and coordinates response and recovery activities. The space needs to be able to support the following functions:

- Coordination;
- Information gathering, analysis, and dissemination;
- Resource management;
- Documentation.

The College's primary Emergency Operation Center is located at:
Peterson Family Athletics Complex
Virtue Field House Room 298 – Goldsmith Lounge
219 South Main Street
(802)443-2812 (digital)

The College's secondary or alternate Emergency Operations Center is located at:
Service Building
Second Floor Conference Room – 209/209A
84 South Service Road
(802)443-2246 (digital)
(802)443-2318 (analog/speakerphone)

The EOC should be equipped with the following equipment:

- State, county, town, and campus maps;
- Operational status log;
- Major emergency log;
- Bulletin board;

- Dry-erase white board;
- Television;
- Projector;
- Satellite phone;
- Laptop computers (minimum of six);
- Wireless internet connectivity.

Action Plans

During all activations of the Incident Command System, action plans will be developed and used. Action plans provide designated personnel with knowledge of the objectives to be achieved and the steps required for achievement. The plans not only provide direction, but they also serve to provide a basis for measuring achievement of objectives and overall system performance. Action planning is an important management tool that involves a process for identifying priorities and objectives for emergency response and recovery.

The action planning process should include all ICS sections and other agency representatives, as needed. The Planning/Intelligence Section is responsible for coordinating the development of the action plan and for facilitation of action planning meetings.

Action Plans are developed for a specified operational period, which may range from a few hours to 24 hours and beyond. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex, but should be sufficiently detailed to guide EMT sections in implementing the priority actions.

Incident Action Planning is more than the production of a document. The IAP:

- Defines the incident objectives and lists the tactics necessary to resolve an incident;
- Directs and/or supports critical operations;

- Provides essential information regarding incident organization, resource allocation, work assignments, safety, and weather;
- Facilitates successful incident operations and provides a basis for evaluating performance in achieving incident objectives;
- Is a tool that brings order to the chaotic world of managing complex incidents and addressing problems that seem insurmountable;
- Creates a consistent rhythm and structure to incident management.

(See Incident Action Plan instructions sheet and Incident Action Plan template)

Mutual Aid

Mutual aid refers to a system that allows for the progressive mobilization of resources from one or many organizations to a requesting organization with the intent of addressing an unmet need. Middlebury College formally participates in mutual aid agreements with Middlebury Police and Fire Departments with the understanding that any request for assistance will only be met if resources are available to respond.

Incident Action Plan

(IAP)

Instructions for Completion

Purpose: To document initial actions taken during a short incident. For extended duration incident, this document may be expanded or supplemented with other forms.

Preparer: Incident Commander or Planning Section Chief

NUMBER	TITLE	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date (m/d/y) and time (24-hour clock) and end date and time for the operational period.
3	Situation Summary	Enter brief situation summary.
4	Emergency Management Team	Enter the names of the individuals assigned and their position. Modify as necessary to add names of external partners (first responders, municipal, county and state agents, etc.).
5	Health and Safety Briefing	Summary of health and safety issues and instructions.
6	Incident Objectives	
	6a. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	6b. Strategies I Tactics	For each objective, document the strategy/tactic to accomplish the objective.
	6c. Resources Required	For each strategy/tactic, document the resources required to accomplish that objective.
	6d. Assigned to	For each strategy/tactic, document the group or person assigned to that strategy/tactic.
7	Prepared by	Enter the name and signature of the person preparing this form. Enter date (m/d/y), time (24-hr clock), and facility.

**Incident Action Plan (IAP)
Form**

Purpose: To document initial actions taken during a short incident. For extended duration incident, this document may be expanded or supplemented with other forms.

Preparer: Incident Commander or Planning Section Chief

NUMBER	TITLE	Documentation
1	Incident Name	
2	Operational Period	
3	Situation Summary	
4	Emergency Management Team Members	
5	Health and Safety Briefing	
6	Incident Objectives	
	6a. Objectives	
	6b. Strategies Tactics	
	6c. Resources Required	
	6d. Assigned to	
7	Prepared by	

CONCEPT OF OPERATIONS – RESPONSE

Response Priorities

The College will recognize the following overarching priorities for all response levels:

- Life safety and welfare;
- Protection of property and data;
- Continuity of operations;
- Efficient and cost-effective recovery.

Response: Monitoring and Communication

The address EMTMonitor@middlebury.edu is to be used for emergency team monitoring of potentially emergent situations. It is intended for the exclusive use of team members to report 1) information that a natural or technological threat is developing or may develop that 2) could potentially impact our campus. The owners* of the e-mail group, individually or collectively as the situation requires, will monitor the situation once reported and provide updates to team members as they become available and necessary. The purpose of the e-mail group is to put members on notice that a situation, if realized, could lead to team activation, but is currently at the monitoring stage. Generally, information will flow one way once the initial message is received.

Monitoring Group E-Mail Notification Authorities:

- Director of Public Safety* or designee
- AVP of Operations* or designee
- Emergency Management Team Chair*

The Special Assistant to the President, who serves on the EMT, will notify the president and the chair of the EPG that a situation is being monitored.

Messaging

EMTMonitor e-mails will follow this format:

To: EMTMonitor@middlebury.edu

Subject: [Information Only – No Action Needed]

or [Action Needed]

or [Immediate Action Needed]

Body of Message: (insert text)

Activation

- If management of a non-routine event requires coordination of three or more departments the EMT should be activated.
- If management of a non-routine event requires substantial external resources or significant media activity the EPG will be activated.

Notification to the President

The chair of the Executive Policy Group, or designee, will notify the president of any emergency requiring activation of the emergency teams. Notification to the president of all other emergencies will be made in accordance with the Critical Incident Protocols contained within the college's Emergency Response Guide.

Notification to the Board of Trustees

The president will be responsible for determining when an emergency requires notification to the Trustees, and shall be responsible for making such notification.

ORGANIZATION AND RESPONSIBILITIES

Executive Policy Group Organization

The Executive Policy Group consists of the following representatives:

- Vice President for Risk and Compliance (*Group Chair*)
- Provost
- Vice President for Communications & Marketing
- Vice President for Student Affairs and Dean of the College
- Assistant Treasurer and Director of Business Services
- Vice President for Academic Affairs and Dean of the Schools
- Vice President for Academic Affairs & Dean of the Institute, MIIS
- Vice President for Finance and Treasurer's Office
- Vice President for Academic Development
- Vice President for Academic Affairs and Dean of Faculty
- Associate Vice President for Human Resources and Occupational Development

Emergency Management Team Organization

The Emergency Management Team consists of the following representatives:

- Associate Director of Public Safety (*Team Chair*)
- Associate Vice President for Operations
- Director of Public Safety/Associate Dean of the College
- Manager of Employee Relations
- News Director
- Associate Director of Public Safety
- Environmental Health and Safety Coordinator
- Director of Facilities Services
- Director of Information Security and Infrastructure
- Director of Media Relations

- Dean of Students
- Executive Assistant to the Dean of the Institute, MIIS
- Special Assistant to the President

The Emergency Management Team (EMT) is organized around the following 5 major sections of the Incident Command System:

- The **Incident Manager (IM)** is responsible for all actions related to the incident including: the safety of personnel; property and campus operations; media relations and welfare issues. The IM is the highest-ranking management position within the Incident Management System structure.
- The **Operations Section Manager** is responsible for managing emergency actions such as warnings, student and employee (faculty/staff) accounting and life safety services. The Operations Section is also responsible for carrying out the tasks assigned to it within the Incident Action Plan.
- The **Logistics Section Manager** is responsible for meeting all of the emergency incident's resource and support needs.
- The **Planning Section Manager** is responsible for gathering, assessing and managing information related to the emergency incident. The Planning Section is also responsible for coordinating the development of Incident Action Plans that provide direction for future actions.
- The **Finance and Administration Section Manager** is responsible for providing funding for response operations and accounting for direct and indirect costs associated with the incident. The Finance and Administration Section maintains separate accounts of all personnel, equipment and supply expense, as well as monitor all contracts related to outside vendors.

During emergencies, the EMT is responsible for providing information to parents relevant to the incident and their child(ren). Information may be shared via email, phone calls, or any means deemed appropriate given the circumstances and the information to be shared.

Emergency Operations Center Coordinator

While the Incident Manager is managing the field response to an incident, the Emergency Operations Coordinator manages the Emergency Operations Center. The Coordinator is responsible for overall emergency policy and coordination of resources.

Emergency Support Department Responsibilities

Any college department or office may be called upon to support Emergency Management activities.

Each department or office should maintain a level of readiness to ensure 24-hour availability of access to resources, including personnel.

In the event of Emergency Operations Center activation, or at the request of the Executive Policy Group or the Emergency Management Team, college departments or offices may be called upon to provide support in the management of the incident according to their area of responsibility and expertise, including but not limited to:

Academic Affairs

- Identify impact on academic operations;
- Resolve issues related to class schedules and classroom space;
- Coordinate faculty resources and support.

College Advancement

- Address matters related to raising funds to support recovery activities.

ADA Office

- Identify the impact on the College's access and functional needs population;
- Provide support to students with disabilities;

- Maintain database of academic needs;
- Continue assessment of needs.

Athletics

- Coordinate rescheduling of events.

Business Services

- Process any allowable refund of tuition and fees lost due to emergency closure;
- Process bills related.

Chaplain's Office

- Assist the community in coping with the incident and associated trauma;
- Coordinate with other professional services on and off campus as needed.
- Meet with affected parties to plan appropriate communications and/or follow-up that may include service planning.

Communications/Public Affairs

- Serve as the chief public relations office;
- Establish press relations and facilitate official communication with external audience and internal departments;
- Create or assist with College community alert using notification system, including the website;
- Establish communications with President's office, senior administration and/or Emergency teams, as appropriate;
- Serve as liaison to the President's Office and College Advancement office if crisis involves alumnae, trustees, and/or college donors;
- Review and update the communication plan.

Parton Center for Health and Wellness, Counseling Services

- Assist students in coping with the incident and associated trauma;
- Provide crisis intervention and coordinate psychological assessment and consultation;
- Facilitate hospitalization for mental health issues;
- Conduct critical incident debriefings;
- Provide post-crisis support and resolution.

Dean of the College Office

- Implement incident-specific protocols per Student Life Emergency Response Guide.

Dean of Students Office

- Implement incident-specific protocols per Student Life Emergency Response Guide.

Food Services

- Coordinate meals for residents if the College is closed;
- Coordinate dining services for displaced personnel and college emergency response personnel;
- Assess food supply for duration of emergency.

Facilities Services

- Establish or assist with establishment of the Emergency Operations Center;
- Coordinate relocation of temporary quarters for those displaced;
- Provide site and building information;
- Mitigate facility and grounds damage and restore to functional level;
- Assist Public Safety and first responders with creating a safety perimeter at the site of the emergency;
- Identify staging areas for equipment and response teams;
- Identify shelter and food locations for emergency personnel on campus.

Finance

- Authorize emergency goods, equipment and services;
- Identify the scope of loss and coordinate insurance adjustment;
- Notify legal counsel, if applicable.

Parton Center for Health and Wellness, Medical Services

- Coordinate medical support, assess need for health personnel on campus;
- Coordinate first aid services, assist in providing services to those with minor injuries and provide trauma support;
- May be asked to assist or provide on-site medical triage;
- Meet with parties involved to plan appropriate follow-up for health-related issues.

Human Resources

- Contact the immediate family of employee(s) involved and initiate a response
- Communicate with supervisor(s) of employee(s);
- Assess involvement/impact on other faculty/staff and prepare communications of necessary information;
- Notify college community of issue when appropriate;
- Assist with documentation of employee information;
- Coordinate efforts with Employee Assistance Program and do necessary follow-up;
- Distribute e-mails and printed materials, if applicable, regarding temporary procedures;

International Programs and Off-Campus Study

- Coordinate efforts with support agencies/organizations/individuals if the incident involves an International student or student studying abroad.

Information Technology

- Assist with setting up the Emergency Operations Center and provide technological support during operations;
- Mitigate impact, if anticipated, on IT systems;

- Assist with emergency information website updates;
- Retrieve database information, as needed;

Public Safety

- Deploy personnel as needed to assist with emergency response;
- Activate incident-specific protocols and procedures;
- Establish perimeters and contain the scene;
- Staff telecommunications center as appropriate;
- Maintain radio communications and related documentation;
- Deploy Emergency Planning and Preparedness Team members to the Emergency Operations Center, as required;
- Create emergency notification alerts and update, coordinate release;

President's Office

- Support the implementation of Emergency Operations Plan;
- Receive reports from the Executive Policy Group;
- Make declaration of "state of campus emergency" if necessary;
- Make key executive decisions;
- Notify Trustees of the emergency.

Registrar's Office

- Coordinate rescheduling of classes;
- Make available academic records, class schedules, as needed;
- Close student's official academic record, as needed;

Residential Life

- Provide assistance and support to the Commons Dean(s), as needed;
- Assist students with coping with incident and/or trauma;
- Assist in evacuation of residential spaces and gathering of groups in emergencies.

Sciences Technical Support

- Implement emergency response procedures and protocols for incident;
- Assist with evacuations;
- Mitigate loss of laboratory animal and botanical life;
- Assist first responders with identification of hazardous material, if involved.

Middlebury College Employees

All Middlebury College employees are subject to being called upon to assume an emergency assignment. For obvious emergency situations, employees are to automatically report to their assignment areas. Off-duty employees assigned to emergency functions should report for work as required. For less obvious incidents, employees will be contacted by text message or phone and requested to report to work. Employees are expected to ensure the welfare of their families before reporting to work, as Middlebury College is not able to provide support to families.

In addition to being available for an emergency assignment, it is the responsibility of all Middlebury College staff to:

- Be familiar with department emergency procedures;
- Attend required emergency training and exercises;
- Maintain proficiency in any special skills needed for emergency assignments.

INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

Notification and Warnings

Timely and accurate communication with the campus population during an emergency is critical to ensure accurate information, provide direction, and avoid panic.

In the event of an emergency, the College will use the [Emergency Notification Systems \(ENS\)](#) to provide timely information and updates for students, parents, faculty, staff and other members of the campus community. The College's ENS methods include:

- Email;
- RAVE;
- MiddAlert;
- Webpage;
- Telephone and voice;
- Professional media outlets;
- Social media.

In the event that a dangerous criminal situation is reported to Public Safety or the Middlebury Police, either on or off campus, that, in the judgment of the Director of Public Safety and in consultation with the Middlebury Police, when possible, constitutes an on-going or continuing threat, a campus-wide "timely warning" will be issued. The warning will be issued through the College's e-mail system.

Timely Warning

The Department of Public Safety will issue timely warnings regarding crimes that are reported to the college by Campus Safety Authorities (CSAs), local law enforcement or others (except for pastoral and professional counselors who receive reports of crimes while acting in capacity as such, unless the person being counseled waives anonymity and authorizes reporting) that are considered by Middlebury to represent a threat to students and/or employees. Public Safety or designees will not distribute warnings that could jeopardize criminal investigations. The circumstances of the reported crime will determine how much and what information Public Safety distributes. Middlebury will withhold as confidential the names and other identifying information of victims.

Criminal incidents that might prompt a timely warning include the Clery crimes of aggravated assault, arson, burglary, negligent manslaughter, motor vehicle theft, murder/non-negligent manslaughter, robbery, sexual offenses, domestic violence, dating violence, stalking and hate crimes. The following criteria will determine whether a time warning will be issued:

- The nature of the crime;
- The continuing danger to the campus community;
- The possible risk of compromising law enforcement efforts pertaining to the crime.

The Public Safety Director, or her designee, is responsible for issuing timely warning notices. The warning will be issued via email and posted on the Public Safety website. Depending on the circumstances of the crime or threat, the Public Safety Department may post the notices in residence hall(s) or academic building(s). The college may also issue warnings to the campus community when other situations pose safety concerns or as deemed appropriate.

Emergency Notifications

Middlebury will follow procedures and processes to 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 taking into account the safety of the community, determine the content of the notification and initiate the applicable notification system, unless issuing a notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or otherwise mitigate the emergency.

General information about emergency response and evacuation procedures for Middlebury College is available on the College's web page through the Quick Links option at the bottom of the homepage, or by typing "go/er" in the Search box of the homepage.

The Department of Public Safety will respond to incidents, attempt to mitigate them and assess if they pose threats to the community. Public Safety will also summon necessary resources, including the police, fire department, and emergency medical services as needed. It will investigate and document any situation that might cause an emergency or danger to the community or any person. Methods for confirming an emergency include direct observation, investigation, or reports from police or other authorities. If the situation is a weather emergency, Public Safety will confirm the information by consulting with the National Oceanic and Atmospheric Association (NOAA) website or other weather station. If there is a confirmed emergency, the Public Safety director, or her designee, or other senior Middlebury College official(s) will identify the area or population potentially impacted by the emergency and without delay, use the emergency notification system to alert that area or population. The nature of the incident will determine the notification system method to be employed.

Emergency Notification	Timely Warning
<p>Scope: Wide focus on any significant emergency or dangerous situation (e.g., crime, severe storm, chemical spill, disease outbreak)</p>	<p>Scope: Required for certain crimes</p>
<p>Why: Emergency notification is triggered by an event that is currently occurring on or imminently threatening the campus. Initiate emergency notification procedures for any significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees occurring on campus.</p>	<p>Why: Timely warnings are triggered by crimes that have already occurred (but may be continuing) but which represent an ongoing threat. An IHE must issue a timely warning for certain crimes that are reported to its campus security authorities¹¹ or a local law enforcement agency, and is considered by the institution to represent a serious or continuing threat to students and employees.</p>
<p>Where: Applies to situations that occur on campus</p>	<p>Where: Applies to crimes that occur on campus, in or on non-campus buildings or property, and on public property.</p>
<p>When: Initiate procedures immediately upon confirmation that a dangerous situation or emergency exists or threatens.</p>	<p>When: Issue a warning as soon as the pertinent information is available.</p>
<p>An IHE that follows its emergency notification procedures is not required to issue a timely warning based on the same circumstances; however, the institution must provide adequate follow-up information to the community as needed.</p>	

RAVE Messaging System

In the event of an emergency, the Department of Public Safety or other messaging authority may use this system to send a message to College community members. The message will be delivered via e-mail, phone, cell phone, and SMS (text message). In order to receive RAVE messages, community members must enter their contact information in the Banner Personal Information database.

- An e-mail message will be sent from MiddAlert through middlebury@getrave.com;
- A cell phone message will display the caller as 802-388-0409;
- An SMS (text message) will display the sender as 'Midd Alert 672-83'.

ENS Authorization

College administrators authorized to activate the emergency notification system, termed messaging authorities, are listed in Appendix A of this document.

CONCEPT OF OPERATIONS – RECOVERY

The goal of recovery is to return campus operations and activities to normal. Recovery begins right after the emergency. Some recovery activity may be concurrent with response efforts.

Restoring business and academic activity as quickly as possible may be achieved by re-locating operations, facilities, or activities until original locations have been stabilized or restored. In the event of loss of housing, dining operations and power supply, redundancy has been built into these systems. If there is a loss of all options, the College will resort to closing campus.

Short-term recovery is achieved when the community is returned to a safe and operational level of functioning.

Long-term recovery is a complex process that may take years to accomplish. If the emergency or disaster received a Presidential Declaration, a number of assistance programs may be available under the Stafford Act.

The Recovery Coordinator: The lead Recovery Coordinator for the institution will be the Vice President for Risk and Compliance. The Recovery Coordinator will be responsible for overall management and coordination of recovery functions.

Academic Recovery: The Vice President for Academic Affairs will work with faculty to provide for academic continuity using on-line academic resources.

Physical Recovery: The Associate Vice President for Operations, together with the Assistant Treasurer and Director of Business Services, will oversee physical recovery once a scene is released by local authorities (fire, police), or an internally controlled scene has been stabilized after an incident. Recovery will include:

- Site analysis and damage assessments;
- Insurance adjuster evaluations;

- Temporary stabilization of the environment;
- Recovery planning.

Fiscal Recovery: The Vice President for Finance and Treasurer will coordinate fiscal recovery.

The College has assigned large limits to the purchase cards (Pcards) for the Treasurer and Assistant Treasurer to provide a level of purchasing power in an emergency. The College also maintains extra expense and business interruption insurance to protect the financial assets of the College.

Physical Health and Mental Health Recovery: The Executive Director of Parton Health Center together with the Associate Vice President for Human Resources will coordinate the recovery of the physical and mental health of students, faculty and staff.

TRAINING AND EXERCISES

Middlebury College's Emergency Teams will conduct regular training and exercising of team members in the use of this plan and other specific training as required for compliance with both SEMS and NIMS. The Emergency Team Leaders (Chairs) are responsible for coordinating, scheduling and documenting training, exercises and After-Action Reports.

The objective is to train and educate the Middlebury College teams, community members and external partners. Both training and exercises are important components to prepare personnel for managing disaster operations.

Training includes classroom instruction, exercises and drills. All staff who may participate in emergency response in the emergency operations center, in department operations or at the field level must receive appropriate SEMS/NIMS/ICS training.

Regular exercises are necessary to maintain the readiness of operational procedures. Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities and systems which will be used in a disaster. Annual exercises are required by both the Clery Act and NIMS. There are several forms of exercises:

- Tabletop exercises provide a convenient and low-cost method designed to evaluate policies, plans and procedures and resolve coordination and responsibility issues. Such exercises are a good way to test the effectiveness of policies and procedures.
- Functional exercises usually take place in the EOC and simulate an emergency in the most realistic manner possible, without field activities. They are used to test or evaluate the capabilities of one or more functions, such as communications, public information or overall Middlebury College response.
- Full-scale exercises simulate an actual emergency, typically involving personnel in both the field and EOC levels and are designed to evaluate operational capabilities.

Middlebury College has developed and maintains a coordinated Training and Exercise Program that provides periodic exercises for EOC, departments and field personnel under SEMS/NIMS.

The following list highlights exercises conducted in the past three years and tentative exercises planned for the upcoming year:

- **August 2012 Tabletop Exercise:** Hostile Intruder and Arson tabletop with external partners (EMS, Fire, Police agencies) (presented by Tim Boutin, ACEPG)
- **August 2013 Tabletop Exercise Hurricane functional exercise**
- **January 2014, Tabletop Exercise:** Cyber Attack functional exercise (Tim Boutin)
- **March 2015 Tabletop Exercise:** Assessed information sharing and dissemination; public health coordination and management; activation and operations of the EPG and EMT and EMAT; and coordination among internal and external stakeholders. (Margolis-Healy Associates)
- **September 2015 Training:** Introduction to Emergency Management in Higher Education; Review of NIMS and ICS; Response Protocols for All-Hazard Incidents; Contemporary Standards for Higher Education Emergency Teams; Risk Communications; CalState Northridge Video (presented by Margolis-Healy Assoc.)
- **December 2016 Functional Exercise:** Community Partners: Train derailment with hazardous materials release; large scale exercise with community partners Middlebury Police, Middlebury Fire, Porter Hospital, and Middlebury Regional Emergency Medical Services.

After Action Reports

Middlebury College will strive for continual advancement by identifying program deficiencies and areas for improvement by developing After Action Reports that will identify actions needed to improve capability. The reports will be shared with the Executive Policy Group so that improvement needs can be addressed.

After action reports must be written and submitted to the Executive Policy Group within ninety days from the completion of the exercise.

The Executive Policy Chair will maintain all after action reports for a period of not less than seven years. Such reports will be made available to the President's Office upon request.

ADMINISTRATION, FINANCE, AND LOGISTICS

Records and Reports

Middlebury College is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support incident management operations. These administrative controls will follow established fiscal policies and standard cost accounting procedures.

The Section Chiefs assigned to the Emergency Operations Center will maintain accurate logs recording key incident management activities including:

- Activation or deactivation of incident facilities;
- Significant changes in the incident situation;
- Major commitments of resource or requests for additional resources from external sources;
- Issuance of protective action recommendations to the staff and students;
- Evacuations;
- Casualties among students, faculty, staff, or visitors;
- Containment or termination of the incident.

Agreements and Contracts

If college resources prove to be inadequate during an incident, Middlebury College will request assistance from local emergency services, other agencies, and business in accordance with existing mutual aid agreements and contracts. Such assistance includes equipment, supplies, and/or personnel. All agreements are entered into by authorized college officials only and must be in writing. Agreements and contracts identify College administrators authorized to request assistance pursuant to those documents.

PLAN DEVELOPMENT AND MAINTENANCE

Development

The Executive Policy Group, along with select subject matter experts and/or consultants, is responsible for coordination of the emergency planning process and the development of the Emergency Operations Plan.

Maintenance

The Executive Policy Group is responsible to ensure the Emergency Operations Plan is maintained. Each update or change to the plan will be tracked and documented in the Record of Changes table located in the front of the plan. The record of changes will include: the change number, the date of the change, and the names of the person or persons who made the change.

Copies of the plan and annexes will be distributed to those tasked in this document. A signed record of distribution will be kept as proof that tasked individuals and departments have acknowledged their receipt, review, and/or acceptance of the plan. Every individual who receives a copy of this plan – including members of both the Executive Policy Group and the Emergency Management Team – will be required to sign his or her acknowledgement of receipt. The Executive Policy Group Chair or designee will indicate the title and name of the person receiving the plan, the department to which the receiver belongs, the date of delivery, and the number of copies delivered.

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, 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

Functional Annexes

ANNEX A: EVACUATION

Purpose

This annex describes the provisions that are in place to ensure the safe and orderly evacuation of Middlebury College community members when an emergency necessitates such action.

Concept of Operations

The responsibility and authority for ordering a campus evacuation rests with the president of the College. The incident commander and/or EOC manager (if the Emergency Operations Center is activated) also has the authority to order an evacuation if the emergency presents an imminent threat to the lives or safety of community members. This decision will almost always be made after consultation with or at the recommendation of state or local authorities.

The Executive Policy Group will determine the duration of the evacuation based on specialized, technical information furnished by members of the Emergency Management Team, if the team is activated, or by specific college department officials, and state and local agencies.

The extent to which normal business of the college is curtailed by the evacuation will be considered and the Executive Policy Group will determine where resources not committed to the emergency are allocated.

The College will need to provide security for the evacuated facilities to prevent community members from attempting to reenter without authorization and to prevent the loss of property.

Transportation will be provided to community members with special needs who require assistance.

Staging areas will be identified during an evacuation to provide transportation for those without any means of transportation.

If necessary, the College will relocate personnel, supplies, and equipment to a designated staging area.

The College will make provisions for safety and transportation of essential personnel to and from the area at risk, as necessary to manage the emergency.

Private companies will be retained to assist in the facilitation of evacuation operations.

Reentry onto campus by community members will be permitted only after the area has been evaluated and declared safe by the facilities services and public safety staff members with the expertise to make such an assessment, with the input of local and state agency authorities.

Procedures

The incident commander or the emergency operations manager, if the EOC is activated, or the Director of Public Safety or the Director of Facilities Services, under the authority of the president, will issue the evacuation order and ensure that it is implemented as described in this annex.

If the magnitude of the evacuation and its impact on the college is limited, the evacuation may be directed and managed by the Public Safety and/or Facilities Director.

If the magnitude of the evacuation and its impact on the college is significant, the EOC will be activated. The Emergency Management Team will establish an Operations Section, with the Section Chief serving as the Evacuation Coordinator. The Evacuation Coordinator will control evacuation operations from the Emergency Operations Center or on-scene during a limited evacuation. The Evacuation Coordinator is responsible for:

- Reviewing the list of ADA residents to determine if any are located in the evacuation area and if so, determining the appropriate and timely assistance and resources needed for their safe evacuation;
- Requesting assistance from area response agencies, if needed;
- Identifying evacuation routes;
- Identifying staging areas;
- Determining the duration of the evacuation;
- Identifying, obtaining and allocating resources (personnel, supplies, and equipment) necessary to manage the evacuation.

The Evacuation Coordinator will be supported by college department officials or members of the Emergency Management Team with responsibility for:

- Residential Life and housing;
- ADA office;
- Information Technology (Banner Web for reviewing filed student evacuation plans and employee emergency contact notification records);
- Public Safety;
- Facilities Services;
- Communications and Marketing.

The Vice President for Communications and Marketing will act as the public information officer (PIO). The PIO will work with the incident commander/EOC manager/evacuation coordinator on all public announcements relating to the evacuation. Announcements and information should include the following:

- Identification of the facility or area being evacuated;
- A list of items evacuees should take with them (medications, identification, cell phones, clothing, toiletries, cash, etc.);
- Locations for community members to report for transportation or where any temporary shelters have been established;
- Details on where to receive evacuation-related information updates and instructions;

Direction and Control

If the evacuation is being managed by the Director of Public Safety and the Director of Facilities Services, they will determine the location from which the evacuation operations are conducted. If the evacuation requires activation of the Emergency Management Team, all evacuation operations will be conducted from the Emergency Operations Center.

Should the order be given to evacuate the entire campus, evacuation operations will be managed from a nearby safe location.

Compliance with an evacuation order is mandatory for all community members and visitors present in the affected area.

Logistics

All College-owned vehicles and/or means of public transportation will be utilized to evacuate community members and relocate essential resources. Formal arrangements for privately owned transportation will be made by college officials/team members with the authority to make purchases and enter into contracts for such services and goods using procurement resources (i.e., P-cards) and other financial resources.

ANNEX B: LOCKOUT, LOCKDOWN, SHELTER IN PLACE

Purpose

This annex describes the security measures that may be employed to aid in the protection of the college community before, during and/or after an emergency or safety threat when evacuation is not an option.

Concept of Operations

When an emergency situation has the potential of causing injury or loss of life, the college may need to take security measures through notifications or warnings and actions to enhance personal safety and protect lives. Three security measures that may be implemented when evacuation is not possible are lockout, lockdown and shelter in place orders.

In such an emergency, the responsibility and authority for such orders lies with the Director of Public Safety, or designee. If time allows, the Director may consult with or notify the Executive Policy Group chair or designee regarding this action.

The Director will determine, in consultation with local law enforcement or weather service authorities, the duration of the order and report that information to the Executive Policy Group chair.

Procedures and Direction and Control

Lockout: External Threat

A lockout is ordered when there is a threat outside a building or in the vicinity of campus that may or may not directly affect the College, but caution is necessary.

A lockout action can come at the request or recommendation of the local police department or ordered by the college's Department of Public Safety (Director or designee).

Reasons for lockouts include: dangerous person at large, nearby criminal activity, civil unrest, or a rabid or dangerous animal.

The community will be notified of the lockout via emergency communications systems:

- RAVE messaging system;
- MiddAlert

The message should contain the following text: *There is a threat outside of building (name), area (describe) or campus (partial or entire). Lock exterior doors. Continue with business as usual as much as possible.*

All buildings affected by the lockout order that are equipped with card access will be remotely secured when possible. This is accomplished in almost all instances via electronic means at the Department of Public Safety telecommunications center.

Lockdown: Internal Threat (Active Threat/Hostile Intruder)

A lockdown is ordered when there is an immediate threat within a building. Reasons for lockdowns include an active threat or hostile intruder.

The occupants of the building will be notified via emergency communications systems:

- RAVE messaging system;
- MiddAlert

The message should contain the following text: *There is an immediate (threat) inside of (building). If you cannot safely evacuate, find a place to hide. Lock the interior door if possible. Do not lock exterior doors. Blockade the door if possible. Stay away from windows. Turn out lights. Silence your cell phone. Remain quiet.*

Shelter-in-Place: (Unsafe or potentially unsafe external or atmospheric conditions)

A shelter-in-place order may be used for any unsafe conditions outside of the building(s). This order may be giving to protect lives from a real or potential threat from weather conditions, toxic fumes, hazardous spills and other threats or incidents that make it unsafe to leave the safety of a structure and move outdoors.

The community will be notified of the lockout via emergency communications systems:

- RAVE messaging system;
- MiddAlert

The message should contain the following text: *There is an immediate (threat) to the campus community. If you are in a building, remain inside with the windows closed. If you are outside, seek shelter in a secure building. (Additional instructions will be threat specific).*

Termination of Lockout, Lockdown and Shelter-in-Place orders will be made by the Director of Public Safety or designee in consultation with local law enforcement or weather service authorities, and the Executive Policy Group chair or designee.

ANNEX C: COMMUNICATION AND NOTIFICATION

Purpose

To describe how Middlebury College will communicate with its community and the general public in the event of an emergency or disaster.

Concept of Operations

The Vice President for Communications and Marketing, or designee, will function as the official public information officer (PIO) during forecasted emergencies, emergencies, or disasters. As the PIO, the VP for Communications and Marketing or designee is responsible for gathering information and communicating that information as appropriate to the public, the media, and other applicable stakeholders. The VP for Communications and Marketing will be supported by the news director and media relations director and may designate either as PIO.

The PIO will gather the following information regarding the emergency:

- Nature of the emergency/disaster
- Location of emergency/disaster
- Time of the emergency/disaster or predicted time of potential emergency
- Population and number involved
- Continuing hazards
- Scope and type of impact on the campus and population
- Agencies involved in response or preparedness and the scope of involvement
- Safety instructions to the community or population
- Relevant contact information
- Communication and updated information sources (websites, telephone numbers)

Additionally, the VP for Communications and Marketing will lead the internal communications efforts as a member of the Executive Policy Group, and will work with the Emergency Management Team, if activated, to ensure information flow between the teams. Internal communications will focus on event-specific information, and will generally be instructional, focusing on warnings, evacuation information, and updates regarding the status or progress of the management of the emergency.

The VP for Communications and Marketing or designees will be available throughout the duration of the event, maintaining a schedule to ensure 24 hour, 7 day/week coverage. Coverage may be campus presence, e-mail or cell phone availability, as required by the nature of the emergency and its status.

Emergency Information

The Communications and Marketing office will arrange for the release of information to the community and media through print and broadcast channels. The PIO is responsible for authorizing communications to the college community through various mediums, including the MiddAlert website, RAVE notification system (for urgent updates), e-mail, voicemail and interpersonal contact.

The PIO will:

- Serve as the college's official spokesperson during the emergency/disaster. The VP of Communications and Marketing may identify any additional spokespersons from other departments based on their expertise and roles in the management of the emergency;
- Create/approve all Emergency Notification System (ENS) messages;
- Maintain the college's website to be sure it displays the most current information about the emergency;

- Ensure that a system is in place to respond to inquiries from families of students, faculty and staff;
- Ensure there is a system in place to respond to media inquiries;
- Coordinate all information being released through the manager of the EOC before its release (if the Emergency Operations Center (EOC) has been activated);
- Coordinate messaging with outside entities in the event of the establishment of a joint information center in a larger scale emergency;

During an emergency, the PIO or the PIO's designee is responsible for:

- Contacting key personnel and departments involved in the emergency to obtain information on the status of the disaster/emergency;
- Responding to requests for information from the media and the public;
- Releasing prepared messages to the media and the college community;
- Monitoring social media, responding to inquiries, verifying information and forwarding actionable information to the EPG and the EMT, if activated;
- In conjunction with the EPG and the manager of the ECO or the chair of the EMT, conferring with municipal and state agencies to obtain and coordinate the release of information to the public;
- Coordinating and disseminating information to students and employees through all available methods: ENS, MiddAlert, e-mails, social media, etc.
- Coordinating and releasing information to families of students and employees as needed and in consultation and cooperation with Human Resources and the Dean of Student office.
- Ensure that the ENS message is updated to reflect the current status of the emergency.

ANNEX D: CONTINUITY OF OPERATIONS AND RECOVERY

Purpose

This annex provides a framework for continuing the most essential functions of the college in the event that an emergency or disruption on campus or in the greater community threatens operations or requires relocation of select personnel and functions.

Concept of Operations

Continuing the business of the college and delivering academic programming during an emergency or incident may be achieved by re-locating operations, facilities, or activities for varying periods of time. In the event of loss of housing, dining operations and power supply, redundancy exists to sustain these operations. In the event of a loss of all options, the college will resort to closing campus.

This annex does not apply to temporary disruption of service including minor IT system or utility outages and other scenarios in which essential functions can be restored without significant delay.

Each college department should document its key internal and external dependencies as part of their individual continuity plan. These key dependencies may include:

- Personnel
- Equipment
- Supplies
- Services
- Processes
- Data

The college has designated the Vice President for Risk and Compliance as the Recovery Coordinator. The Recovery Coordinator will be responsible for overall management and coordination of continuity operations and recovery functions, to include:

Academic Continuity and Recovery: The Vice President of Academic Affairs will work with faculty to provide for academic continuity. Alternative mediums for delivering academic programs will include on-line academic resources. Recovery will include transitioning programming to return to pre-event methods.

Physical Continuity and Recovery: Coordination between the Associate Vice President for Operations and the Assistant Treasurer and Director of Business Services will manage continuity and physical recovery, to include:

- Site analysis and damage assessments;
- Insurance adjuster evaluations;
- Temporary stabilization of the environment;
- Recovery planning.

Fiscal Recovery: The Vice President for Finance and Treasurer will manage fiscal continuity and coordinate fiscal recovery, which includes:

- Pre-established high level purchasing power;
- Business interruption insurance protection.

Physical Health and Mental Health Continuity and Recovery for students will be managed and coordinated by the Executive Director of Parton Health Center. The Associate Vice President for Human Resources will manage and coordinate these efforts for employees, with the assistance of the Employee and Family Assistance Program (EFAP).

The Recovery Coordinator will be supported by the Emergency Management Team for the following activities:

- Perform specific tasks necessary to ensure the restoration and continuation of critical infrastructure;
- Identify and secure alternate facilities;
- Assign and relocate of select administrative staff, faculty, staff and technical personnel to open, equip and operate the alternative facilities;
- Develop and implement temporary work procedures.

The ERT may add members of the Emergency Management Auxiliary Team (EMAT) and other college personnel as needed to meet specific needs.

The Associate VP for Information Technology or designee will support continuity and recovery operations by managing the restoration of campus IT infrastructure.

To ensure communications during continuity, the college has alternative means for communication through the MiddAlert notification system, which exists on the college's home page and is supported by Google.

ANNEX E: PUBLIC HEALTH, MEDICAL HEALTH, MENTAL HEALTH

Purpose

This annex describes a coordinated response to public health emergencies that will prepare the college to protect community members' health, prevent the transmission of disease, and continue operations.

Concept of Operations

The Parton Center for Health and Wellness, in collaboration with other college departments and the Vermont Department of Health, will have the responsibility for ensuring a coordinated and effective response to public health emergencies on campus.

Responsibilities

Primary: During health emergencies, the executive director of the Parton Center for Health and Wellness will provide leadership, oversight and support to the medical director. The medical director will develop response recommendations for the president, designee, or the Executive Policy Group after consultation with appropriate external agencies (World Health Organization, Centers for Disease Control and or the Vermont Department of Health). Depending on the nature of the emergency event, recommendations may include canceling classes, providing on-campus clinics, evacuating or closing buildings, or closing and evacuating campus.

Supporting: Depending on the nature and scope of the health emergency, additional departments and/or the emergency management team may be necessary to provide support, coordination of response efforts, and activation of the EOC.

Point of Distribution (Open POD): The college and the Vermont Department of Health maintain a Memorandum of Understanding (MOU), reviewed and renewed annually, that designates Nelson Arena as a local Point of Distribution (POD) site during a public health emergency when material from the Strategic National Stockpile (SNS) or other state or federal cache requires wide distribution to address a large-scale communicable disease outbreak, or other man-made or natural disaster requiring clinic operation and support. Upon request of the Vermont Department of Health (VDH), and after first meeting its responsibilities for facility employees and students, the college will permit VDH to use the physical facility and equipment within 4 hours of the request and for the time period being requested, for the purpose of running mass clinics and/or distribution activities for disease prevention and/or control activities, or other naturally occurring man-made disaster response efforts.

Emergency Medical Services: In general, Middlebury Regional Emergency Medical Services (MREMS) will be the initial caregiver in response to campus medical emergencies. Ambulance transportation will also be provided by MREMS, and community members will be taken to Porter Medical Center or the University of Vermont Medical Center per medical response protocol. In the event of multiple injuries, casualties or illness, community members may be routed to various hospitals based on resource availability.

Crisis Counseling: Parton Center Counseling Services will be responsible for providing immediate crisis intervention counseling for students following a disaster. Parton may be supported by the Counseling Service of Addison County. College employees will be supported by the Employee and Family Assistance Program through the Human Resources Department.

Point of Distribution (Closed POD): The college and the Vermont Department of Health maintain a Memorandum of Understanding (MOU), reviewed and renewed annually, that authorizes Middlebury College to operate a point of distribution during a health emergency for the purpose of distributing disease prevention and/or control activities for the campus community (faculty, staff and students.)