INTRODUCTION

Green Mountain College recognizes that one measure of an organization's strength is its ability to respond well in an emergency. Since every scenario cannot be predicted, the following emergency response plan is designed to be flexible enough to be adaptable to events as they unfold. The following plan designates areas of responsibility and defines for Green Mountain College the framework necessary to respond to emergency situations. It is divided into two sections - administrative framework and response framework. Individual departments may also be asked by the College to develop response plans for unique situations under their purview.

ADMINISTRATIVE FRAMEWORK

Levels of Emergency Response

Different types of incidents will be categorized according to the following continuum. The categorization will in general terms guide the type of institutional or other response, as described below.

LEVEL 1 - A minor department or building incident that can be resolved by the responding service unit. This may result in calling in personnel and notifying the department where the problem occurred. (Example: Facilities Services responds to a broken water pipe in Ackley Hall).

LEVEL 2 - A department or building incident that can be resolved with existing College resources or limited outside help. A Level 2 incident is usually a one-dimensional event that has a limited duration and little impact on the campus community beyond those using the space/building in which it occurred. (Example: Minor chemical or fuel oil spills, building loss of heat or electricity for several hours, or a minor fire confined to a room and not involving hazardous chemicals).

LEVEL 3 - Situations that are primarily people-focused, rather than infrastructure-focused. In particular, many student issues can become quite complex because of varied College and student support responses that must be coordinated. Level 3 situations may emerge as a single incident, but have the potential to quickly evolve into a multi-faceted campus crisis. (Example: serial sexual assaults, successful suicide, death on campus, multiple injuries, large scale dissent/disruption, including riots, hate crimes or bomb threats).
LEVEL 4 - A major emergency that impacts a sizable portion of the campus and/or outside community. Level 4 emergencies may be single or multi-hazard situations, and often require considerable and timely coordination both within and outside the College. Level 4 emergencies also include imminent events on campus or in the general community that may develop into a major College crisis or a full disaster. (Examples: heating plant failure, extended power outage, severe storms, major fire, contagious disease outbreak, or domestic water contamination).

LEVEL 5 - A catastrophic emergency event involving the entire campus and surrounding community. Immediate resolution of the disaster, which is usually multi-hazard, is beyond the emergency response capabilities of campus and local resources. (Example: earthquake, major hurricane, or act of terrorism that would require State and Federal assistance).

Phases of an Emergency

All major incidents have four distinct phases that require special management skills. Green Mountain College Campus Security, and Green Mountain College departments (when appropriate) will to the extent feasible and appropriate use terms and a concept of operations as outlined in the National Incident Management System (NIMS), as referenced in Presidential Homeland Security Directive 5.

Crisis Phase

The crisis phase is often characterized by confusion, panic, “rush” to the scene, and “gridlock.” The goal of the first-responding College official in the crisis phase is to:

- Limit the growth of the incident;
- Promote the safety of the community and first responders; and
- Stabilize the scene.

The first-responding College official at an emergency will assume the role of Incident Commander at the scene, until relieved by a supervisor or appropriate first response personnel. Priority tasks include:

- Establish communications and control;
- Identify any “danger zone”;
- Establish an inner perimeter to secure the “danger zone”;
- Establish an outer perimeter to control access to the entire scene;
- Establish a command post;
- Establish a staging area;
• Make (in explicit or implicit terms) an initial categorization of the Level of the incident, using the categories described above; and
• Request needed resources, depending on the perceived Level of the incident.

Scene Management Phase

Emergencies present particular challenges for the College, since there is often a need for multi-agency coordination, not just among GMC departments, but with local, state, and/or federal resources, as well. If it is determined that an incident may continue for a longer duration, then the College would transition to a scene management phase. The primary goal of scene management is to gain control. If warranted during this phase, the Emergency Operations Group may establish an Emergency Operations Center (EOC) to further manage the event (see below).

Executive Management Phase

A transition to the executive management phase occurs when the size, scope and seriousness of the event is such that it cannot be managed effectively by the scene command personnel, and/or it is deemed appropriate to implement executive management under the circumstances. Level 4 and 5 emergencies are most likely to require this phase. This phase will necessitate the establishment of an Emergency Operations Center and activation of the Emergency Policy Group (see below for definitions).

Termination Phase

Once the incident has been resolved and order restored, this phase ensures scene integrity. During this phase, a plan is developed for a smooth transition to normal operations by coordinating with other relevant university, federal, state, county, and local organizations. Personnel involved in the incident may be directed to prepare an after-action report and a review of the incident. Counseling support should be available to any staff involved in the incident.

Definitions

Executive Authority: During an emergency, the President (or the next most senior available administrator) has ultimate responsibility and authority for declaring a "state of campus emergency," setting the direction as to how the emergency will be managed, and making key executive decisions. He/she is assisted and advised by the Emergency Policy Group and the Emergency Operations Group. Field operations responsibility will remain under the direction of an on-scene Incident Commander.

Emergency Policy Group
The Emergency Policy Group will be comprised primarily of the members of the President’s Cabinet, including:

- President (Convener)
- Provost & VP for Academic Affairs (Back-up Convener)
- Vice President of Finance & Administration
- Vice President of Student Life
- Vice President for Enrollment Management

In addition, the following individuals will as deemed necessary participate in the work of the Emergency Policy Group:

- Chair of Emergency Operations Group (for incident response purposes)
- Director of Communications

Role of Emergency Policy Group

- Approve overall priorities & strategies
- Approve public information reports & instructions
- Liaison with governments & external organizations

Emergency Operations Group:

The Emergency Operations Group (EOG) may include individuals in the following positions, depending upon the Level and scope of the incident.

- Vice President of Student Life (co-chair)
- Director of Facilities (co-chair)
- Director of Campus Security
- Director of Residence Life
- Director of Communications
- Director of the Wellness Center
- Information Technology/Library Information Services Manager
- Director of Human Resources
- Director of Auxiliary Services
- President of the Faculty Council
- Other individuals as deemed advisable or necessary.

Role of EOG

- Gathers, confirms & evaluates incident information
- Develops incident action plan to resolve specific priority situations
- Identifies resource needs & shortfalls
- Reassigns/deploy individuals in support of critical needs
- Links to local, state, and/or federal emergency coordination centers
Emergency Operations Center (EOC)

In cases of general widespread emergencies (Level 4 or 5), the EOG’s leader will activate an Emergency Operations Center (EOC) that will serve as the workspace for the EOG and as a Multi-Agency Command (MAC) Post for incidents crossing jurisdictional boundaries. Normally, it will be located at a specially-equipped conference room, but under certain conditions (including power outage) it can be established at a designated back-up location, or anywhere necessary telecommunication and data support facilities exist. It may operate from a few hours, to a few days, weeks or months, depending upon the severity of the emergency.

The Oberkirch conference room on the Second Floor of Pollock will ordinarily be the site of any EOC; the Office of the Vice President of Student Life will ordinarily be the back-up site.

If the nature of the incident requires an Emergency Operations Center and for the Emergency Operations Group to assemble, then the appropriate Co-Chair of the Emergency Operations Group (dependent on the nature and/or level of the event) will designate the following functions as appropriate and necessary to manage the event and restore order to campus. These functions are defined through NIMS.

- Incident Commander
- Deputy Incident Commander
- Public Information Officer
- Safety Officer
- Liaison Officer (who will coordinate communications and operations with outside agency representatives)
- Operations Chief
- Logistics Chief
- Finance Chief
- Planning Chief (note: if circumstances warrant, an Intelligence Chief will be appointed)
- Log/scribe

Faculty, directors or content experts from impacted units may be asked to join the EOG and/or serve such functions as the situation dictates. In emergency situations that involve the Town of Poultney or surrounding municipalities, representatives from public emergency response agencies (Fire, VT State Police, EMS, Public Works) that serve the campus will be asked to provide Agency Representatives to the GMC Emergency Operations Center.

**Key Roles**

The College offices and personnel listed below are expected to assume various roles at the request of the EOG in an effort to provide a coordinated response to an emergency. In some circumstances, it may be necessary to ask faculty or staff to assume temporary
roles as employees of the College that are outside the scope of their ordinary duties. It is understood that if any department does not have specific roles for its personnel to carry out, then those personnel will automatically become part of a “pool” of reserve personnel to assist as assigned by those coordinating the specific emergency (i.e. Athletics, Admissions, Financial Aid). The following table describes examples of duties that various College personnel may be responsible for carrying out in the event of an emergency.

<table>
<thead>
<tr>
<th>Role</th>
<th>Duties</th>
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<tbody>
<tr>
<td>Academic Deans &amp; Chairs</td>
<td>Identify and resolve instructional and research issues. Coordinate necessary faculty resources.</td>
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<tr>
<td>Auxiliary Services</td>
<td>Arrange for fit-up of temporary quarters for displaced units. Provide structural evaluations and repair estimates.</td>
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<tr>
<td>Athletics</td>
<td>Coordinate use of the Waldron Athletic Complex as a staging area, open bay temporary shelter, and/or coordinate other necessary temporary facilities.</td>
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<tr>
<td>Campus Security</td>
<td>Create temporary identification/access credentials as requested.</td>
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<tr>
<td>Wellness Center</td>
<td>Assist employees and students in coping with trauma.</td>
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<tr>
<td>Wellness Center</td>
<td>Provide medical support and mental health counseling. Assist in providing services to those with minor injuries and provide trauma support. Coordinate with first aid services. May be asked to assist/provide onsite medical triage.</td>
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<tr>
<td>Auxiliary Services</td>
<td>Provide site and building information. Coordinate radio and pager support. Reschedule classes and public events to include off campus accommodations. Obtain emergency goods and services; include pick-up/ delivery to site of emergency.</td>
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<tr>
<td>Auxiliary Services</td>
<td>Provide courier services to policy and operations groups. Post signs and notices. Provide printed material as directed (letters to parents, posters, temporary procedures, etc.).</td>
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<tr>
<td>Facilities Services</td>
<td>Mitigate facility and grounds damages and restore to functional level. Assist Campus Security with creating a safety perimeter at the site of the emergency.</td>
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<tr>
<td>Campus Security</td>
<td>Public safety, crowd control, evacuation, site security, and mobile communications. Liaison with on-site fire and medical command personnel.</td>
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<tr>
<td>Residence Life</td>
<td>Coordinate housing operations (including any temporary shelters).</td>
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<tr>
<td>Vice President of Student Life Office</td>
<td>Coordinate student notification and response. Liaison with parents.</td>
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<tr>
<td>Information Technology &amp; Auxiliary Services</td>
<td>Coordinate temporary telephone, fax, and computer hookups. Communications: Provide &quot;broadcast&quot; capability for voice mail. Arrange phone bank for necessary student call-outs to family. Activate &quot;800&quot; number if necessary.</td>
</tr>
<tr>
<td>Communications</td>
<td>Media coordination and spokesperson.</td>
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<tr>
<td>Chartwells Food Services</td>
<td>Coordinate dining services for dislocated personnel and emergency workers.</td>
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<tr>
<td>College Bookstore</td>
<td>Provide staffing to other support functions.</td>
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</table>

**RESPONSE FRAMEWORK**

**Direction and Coordination of an Emergency**

When an emergency condition exists, it should be reported immediately to GMC Campus Security, by dialing 8911.

The Campus Security Dispatcher will follow a defined sequence of responses for nearly all emergency situations, usually including:

1. Dispatching security officers and make appropriate fire and/or medical rescue calls.
2. Notifying the Director of Campus Security, or designee if unavailable, who will determine whether or not to initiate the emergency notification telephone call list (located at Campus Security Dispatch) or selectively notify individuals.
3. If the emergency notification list is initiated, the appropriate EOG member (or the Director of Campus Security), acting as the Incident Commander, will determine the level of emergency response and the need for activation of the Emergency Operations Group and Emergency Operations Center.

**Response to Level 1 or 2 Incidents**

Level 1 events are reported through normal channels (Facilities Services for building issues, Auxiliary Services for telephone problems, etc) and are handled based upon established departmental practices. A level 2 incident will be handled in a similar way, but may necessitate several departments being involved in order to re-establish normal operations.

**Response to a Level 3 Situation**

When a Level 3 emergency occurs, an appropriate President’s Cabinet member may assemble the Emergency Operations Group, notify a co-chair of the EOG,
and activate the Emergency Operations Center. In the absence of an appropriate Cabinet member, the Vice President of Student Life or the Director of Facilities (co-chairs of the EOG) may assemble the EOG and activate the EOC, and in the absence of the individuals listed above, another member of the EOG may assemble the EOG and activate the EOC.

**Response to a Level 4 or 5 Emergency**

When a Level 4 or 5 emergency has been declared or occurs, an appropriate President’s Cabinet member may assemble the Emergency Operations Group, notify a co-chair of the EOG, and activate the Emergency Operations Center. In the absence of an appropriate Cabinet member, the Vice President of Student Life or Director of Facilities (co-chairs of the EOG) may assemble the EOG and activate the EOC, and in the absence of the individuals listed above, another member of the EOG may assemble the EOG and activate the EOC.

**Direction and Coordination of a Potential Emergency**

When conditions permit and an impending emergency situation (example: anticipated major snow or ice storm, large campus gathering, etc.) provides ample time, the appropriate EOG co-chair (or in their absence, EOG member) will assemble the Emergency Operations Group to formulate an incident action plan for recommendation to the President’s Cabinet, or if time is of the essence, to the most senior Executive Officer available on campus.

**Declaration of an Emergency Condition**

The President, Provost, Vice President for Finance and Administration or Vice President of Student Life (depending upon availability) shall declare a state of College Level 4 or 5 emergency when he/she deems it necessary to place into immediate effect emergency procedures and/or to close all or part of the College. The President, Provost, Vice President for Finance and Administration, Vice President of Student Life or their designees shall declare an end to the state of emergency when appropriate.

**Emergency Communications**

Timely and accurate communication with the campus population during a level 3, 4 or 5 emergency is very important. A special Emergency Operations Information Phone Line (recorded message) has been established at 802-287-2400 and can be used to help communicate with those living off-campus (including faculty, staff, students, parents, and the community at large). Depending upon the nature of the emergency, the campus will be alerted through use of the broadcast capabilities of RAVE Mobile Safety to deliver text and e-mail to your cell phone and personal email address, as well as through our outdoor siren and public announcement system. When appropriate, the local media will also be advised.
Periodic updates will be provided through the same means. Should both the phone and data network be unavailable, staff will be dispatched from the Emergency Operations Center to alert key leaders in each building, who will be expected to alert others in the building. Emergency communications, both on and off-campus, will be coordinated by the Director of College Communications or his/her designee.

During a level 5 emergency, or when the nature of the emergency suggests there will be an influx of telephone inquiries concerning the well-being of faculty, staff, and students, a special incoming 800 number exists which will be distributed through the GMC Web site, national media and other appropriate means. Prior to such distribution, the Pollock Conference Room phone (802-287-8237) (used primarily for out-going fund raising calls) will be re-programmed by Auxiliary Services technicians into an incoming call center and placed under the temporary management of the Emergency Operations Group.

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