# EMERGENCY OPERATIONS PLAN

## Revised: March 2012

This document supersedes all previous
Emergency Operations Plan documents.

# TABLE OF CONTENTS

- Letter of Promulgation
- Flow Chart of Teams, Members and Locations

## Emergency Operations Plan

# Letter of Promulgation

July 1, 2009

TO: All Programs, Departments and Operating Units

FROM: Lewis Duncan, President

SUBJECT: Rollins College Emergency Operations Plan; July 1, 2009

Rollins College has reviewed best industry practices and has now completed this
<u>Emergency Operations Plan</u>. While this plan focuses on the response phase, this plan is a
guide to the College for emergency management operations in order to minimize the
impacts of emergencies and disasters, and protect the people, property, and restore the
primary mission of the College.

This comprehensive emergency management plan applies to all incidents. It also applies
to all students, faculty and staff in all programs and operations of the College. It is
designed to address the day-to-day activities before, during, or following an emergency
or disaster.

This plan in concert with training, business resumption and ongoing mitigation of hazards
and risks, enhances the College's capability to respond and recover from disaster and
crisis events. Additionally, it complies with National Incident Management System
(NIMS) concepts, requirements and policies.

In coordination with the Rollins College Emergency Management Planning Committee,
the Department of Campus Safety maintains the <u>Emergency Operations Plan</u> and
coordinates the implementation of the associated preparedness activities for the College.
Questions or suggestions for revisions should be directed to the Safety and Emergency
Planning Coordinator.

# Rollins Emergency Planning Organization Chart

## INCIDENT ORGANIZATION CHART

```
PRESIDENT
  |
CHIEF EMERGENCY OFFICER
  |
LIAISON
  |
INCIDENT COMMANDER
  ├── SAFETY OFFICER
  ├── PUBLIC INFORMATION OFFICER
  │
  ├── OPERATIONS SECTION CHIEF
  │     ├── SAFETY BRANCH
  │     ├── FACILITIES BRANCH
  │     ├── EHS BRANCH
  │     └── SHELTERING BRANCH
  │
  ├── PLANNING SECTION CHIEF
  │     ├── SITUATION STATUS
  │     ├── DAMAGE ASSESSMENT
  │     ├── EMERGENCY PROJECTS
  │     └── RESOURCES UNIT
  │
  ├── LOGISTICS SECTION CHIEF
  │     ├── EMERGENCY PROCUREMENT
  │     ├── HUMAN RESOURCES
  │     ├── TRANSPORTATION
  │     └── EMERGENCY FOOD, WATER, SANITATION
  │
  └── FINANCE SECTION CHIEF
        ├── EMERGENCY ACCOUNTING
        ├── PAYROLL
        ├── INSURANCE CLAIMS
        └── LEGAL COUNSEL
```

```
EMERGENCY POLICY COUNCIL
  |
PRESIDENT
  ├── VP ACADEMIC AFFAIRS & PROVOST
  ├── VP PLANNING & DEAN OF THE COLLEGE
  ├── VP BUSINESS & FINANCE & TREASURER
  └── VP INSTITUTIONAL ADVANCEMENT
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# Section 1: Basic Plan

## SECTION CONTENTS

## 1.1  Introduction

Emergencies can happen suddenly, and when they do they frequently overwhelm normal services and functions of the College.  During crises the College requires special programs to address the needs of the emergency response operations and recovery management. A "campus-wide emergency" is defined as an unplanned event that (a) significantly disrupts normal operations or poses a serious threat to persons or property, (b) cannot be managed by routine response, and (c) requires a quick and coordinated response across multiple departments or divisions.

Rollins College establishes this Emergency Plan as a management guideline for immediate actions and operations required to respond to an emergency, crisis or disaster. The overall priorities are the protection of lives, property, the community and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring programs and services.

## 1.2  Purpose of the Plan

This plan provides the management structure, key responsibilities, emergency assignments and general procedures to follow during and immediately after an emergency in which normal operations have been interrupted and special measures must be taken to:

- Save and protect the lives of students, faculty, staff and visitors.
- Manage immediate communications and information regarding emergency response operations and campus safety.
- Provide essential services and operations.
- Provide and analyze information to support decision-making and action plans.
- Manage College resources effectively in the emergency response.

This Emergency Plan follows and is based on the Incident Command System (ICS). The management structure adopted throughout the United States and with local city, county and state agencies. This approach is based on a five-section structure and the sections or teams contain functional positions for a smooth restoration of services and implementation of a recovery program.

## 1.3  Planning Assumptions

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

- Critical lifeline utilities may be interrupted including water, electrical, telephone, microwave and repeater-based radio systems, cellular telephones and information systems.
- Regional and local services may not be available.
- Major roads may be impassable.
- Buildings and structures, including homes, may be damaged.
- Normal suppliers may not be able to deliver materials.
- Contact with families and homes may be interrupted.
- Incident Command staff may be stranded on campus—conditions may be unsafe to travel off campus.
- The College will need to conduct its own rapid damage assessment, situation analysis and deployment of on-site resources and management of emergency operations on campus.
- Communication will be one of the highest priorities at the Incident Command Post. The internet/intranet may be inaccessible.

## 1.4  Plan Activation

This plan is activated whenever emergency conditions exist in which normal operations cannot be performed and immediate action is required to:

- Save and protect lives
- Coordinate communications
- Prevent damage to the environment, systems and property
- Provide essential services
- Temporarily assign College staff to perform emergency work
- Invoke emergency authorization to procure and allocate resources
- Activate and staff the Incident Command Post

When an emergency situation arises, the Incident Commander (which may be the Director of Campus Safety, Safety and Emergency Planning Coordinator, Director of Facilities Management) should activate the Incident Command System by communicating to all appropriate personnel.

## 1.5   Emergency Authority

This Emergency Operations Plan is authorized by the President and administered by the Vice President and Treasurer. The Vice President and Treasurer is designated the "Chief Emergency Officer" for the College. The VPT is responsible for securing the cooperation and agreement of campus constituencies regarding the Emergency Operations Plan. The Director of Campus Safety* (or alternate, see Appendix VII) is recognized as the "Field Incident Commander" upon activation of this Emergency Operations Plan. Command becomes effective upon arrival of the Director or alternate at the Incident Command Post. The Director of Facilities Management or Campus Safety is recognized as "Operations Section Chief" in the Incident Command Post, depending on the nature of the emergency.

This Emergency Operations Plan assumes the Incident Command structure of the National Incident Management System (NIMS) and is organized as such. After activation of this plan and upon arrival at the Incident Command Post the person designated as Incident Commander will assume the duties of that position as per National Incident Management System (NIMS).

## 1.6   President's Emergency Policy Council (EPC)

The President serves as the head of the Emergency Policy Council (EPC) which is activated whenever an emergency dictates that executive policy issues must be addressed. In the absence of the President, the following individuals in the order listed below may call for the activation of the Emergency Policy Council and are delegated to take appropriate actions:

1. The Provost and Vice President for Academic Affairs
2. Vice President of Planning and Dean of College
3. The Vice President and Treasurer
4. The Vice President of Institutional Advancement
5. Assistant Vice President for Human Resources and Risk Management
6. Interim Associate Vice President, Marketing & Communications

The Chief Emergency Officer is the primary contact with the Incident Commander.

## 1.7  Emergency Operations Center & Incident Command Post

Although the College does not have an Emergency Operations Center, Rollins will participate in a unified command with first responders and the Winter Park/Orange County Emergency Operations Center.  Rollins will, however, operate under the Incident Command System format and may establish an Incident Command Post.  National standards are defined by the following statement:

> The Incident Command Post (ICP), located at or in the immediate vicinity of an incident site, although primarily focused on the tactical on-scene response, can perform an Emergency Operations Center-like function in smaller-scale incidents or during the initial phase of the response to larger, more complex events. Standing Emergency Operations Centers, or those activated to support larger, more complex events, are typically established in a more central or permanently established facility at a higher level of organization within a jurisdiction. Emergency Operations Centers can be organized by major functional discipline (fire, law enforcement, medical services, and so on), by jurisdiction (city, county, region, and so on), or, more likely, by some combination thereof, (National Fire Protection Association, NFPA 1600).

The Incident Commander will retain control of field emergency operations until relieved.

The Incident Commander will immediately appoint available individuals, with appropriate skills, to fill each of the ICS positions on an interim basis. These appointments will remain in effect until the pre-designated persons or their alternates (see Section 2) are located and available for service. The acting representative will then become the assistant to the senior person.

The manner in which College personnel and equipment will be used will be determined by the Incident Action Plan (IAP) under the direction of the Incident Commander and the ICS Planning Chief.

All ICS staff shall have the level of training in National Incident Management Systems (NIMS) that is appropriate to their position and responsibilities. Initial training should occur as soon as possible after appointment is made to the ICS position. Follow-up and refresher training is to be at the level and frequency as prescribed by federal and state guidelines.

The Vice President and Treasurer is designated the custodian of Emergency Operations Plan staff training records.  These records are maintained in the Campus Safety Department.

## 1.8 ICS Activation During Business Hours

When a disaster such as the one envisioned by this plan occurs during office hours the following sequence of events should take place:

**A.** *If Communications ARE Operational:*

- The Director of Campus Safety or designee will activate the Incident Command System for the emergency. He or she will evaluate the need to establish an Incident Command Post.

- The Incident Commander will direct the Campus Safety Dispatch Officer to contact additional team members as necessary.

**B.** *If Communications ARE NOT Operational:*

- If safe to do so, designated ICS Staff will immediately travel to the designated Incident Command Post as outlined in Section 5.2.

- All available members of the Emergency Policy Council (EPC) will assemble as soon as possible at the main group meeting site at 422 W. Fairbanks or alternate site as indicated in Section 5.2.

- If the designated ICS Staff or their alternates do not respond to the Incident Command Post in a reasonable amount of time, other available persons may be appointed to serve in their place.

## 1.9 After-Hours Emergencies

There is a significant chance that a disaster may occur before or after regular college office hours, or on a holiday or weekend when departments and offices are closed. Under these circumstances the structure of this plan remains precisely the same, although its implementation may vary depending upon available resources and labor until the proper officials can be notified. Until that time, however, the individuals assuming the most responsibility will necessarily be those officials/individuals of highest authority who are available at the time. These individuals should seek to follow as nearly as possible the guidelines and checklists in this plan, while simultaneously making an effort to notify superior officials of the situation to obtain advice or verification of their actions. ICS Command and General Staff, members of the Emergency Policy Council and their alternates will be called at home or on their cellular phones. They should report to the Incident Commander at the established assembly location as soon as possible. If the location of the established assembly area is unknown, representatives should check in at Campus Safety.

## 1.10   Emergency Priorities and Resource List

### PRIORITY 1:

**LIFE SAFETY EVACUATION:** Evacuate people from hazardous or high-risk areas to safe zones.

Resources:
1. Administrators, Dept. Heads, Faculty
2. Campus Safety, Facility Management, and Residential Life

**FIRE SUPPRESSION:** Evaluate fires or fire hazards and use resources to control and evacuate.

Resources:
1. City of Winter Park Fire Department
2. Director of Facilities Management
3. Safety and Emergency Planning Coordinator
4. Director of Campus Safety

**SEARCH AND RESCUE:** Appoint search and rescue teams and initiate light and heavy rescue operations.

Resources:
1. City of Winter Park Fire Department
2. Facilities Management Staff
3. Campus Safety Staff
4. Volunteer Forces

**MEDICAL AID:** Evaluate medical services available and advise rescue forces regarding the location of treatment facilities for injured.

Resources:
1. City of Winter Park Fire Department
2. Director of Student Health Services
3. Local medical facilities –Winter Park Hospital is primary

**HAZARDOUS SUBSTANCE CONTROL:** Survey critical area and secure or clean up as needed (e.g., biological, radiological, and chemical).

Resources:
1. City of Winter Park Fire Department hazmat response
2. Campus Safety
3. Director of Facilities Management
4. Volunteer Forces

**BUILDINGS:** Evacuate, search, and close damaged buildings.

Resources:
1. Campus Safety
2. Facilities Management Staff
3. Administrators, Department Heads

**COMMUNICATION NETWORK:** Establish a communications network using available staff, and equipment.

Resources:
1. Telecommunications (telephone, email)
2. Operations Radio (all available frequencies, deploy FRS units as needed for backup)
3. Messengers (Volunteer Forces)

**UTILITY SURVEY:** Evaluate utilities. Shutdown or restore as able (gas, electric, steam, water).

Resources:
1. Facilities Management
2. Winter Park Fire Department


## PRIORITY 2

**SUPPLIES AND EQUIPMENT:** Develop system to renew flow of supplies and equipment from outside sources.

Resources:
1. Director of Business Services
2. Director of Facilities Management
3. Shipping & Receiving
4. Food Services
5. Bookstore

**VALUABLE MATERIALS SURVEY:** Identify, survey, and secure valuable materials on campus.

Resources:
1. Provost, Program Dean's & Faculty
2. Olin Library
3. Auxiliary services

**RECORD SURVEY:** Identify, survey, and secure all College records.

Resources:
1. Human Resources staff
2. Financial Officer
3. Academic Records staff
4. Information Technology
5. Department heads

**ACADEMIC SURVEY:** Survey academic departments and determine requirements to begin academic operations.

Resources:
1. Provost, Deans, Department Chairs
2. Individual faculty

## THE PRIORITIZATION PROCESS

The ICS staff will concentrate efforts on Priority One Objectives until these objectives are substantially met. Priority Two Objectives will be addressed as resources become available.

It is expected that, as operations progress from Priority One through Priority Two, the administrative control of the College will transfer from the Emergency Operations Organization to the Business Continuity Plan (BCP) and eventually back to the normal structure. The President or his/her designee will determine when to deactivate Emergency Operations.

# Section 2: Incident Command System (ICS)

SECTION CONTENTS

## 2.1 ICS Organization, Position Responsibilities and Functions

Emergency response management requires the establishment of a strategic organization comprised of the most critical functions of the College. Consistent with emergency management standards of the Incident Command System (ICS), the Rollins Emergency Operations Plan follows the standard four section chiefs + command staff format. Appendix 5.1 lists the Rollins primary and alternate assignments to the Section Chief positions.

## 2.2 Management Function

### 2.2.1 Role of the Incident Commander (IC)

With the advice of the Section Chiefs, the IC shall provide overall strategy for responding to an incident. The IC reviews and approves overall priorities and strategies for the emergency response. The IC communicates with the Chief Emergency Officer who sits on the Emergency Policy Council. The IC Coordinates as necessary with the Emergency Policy Council (EPC) on all policy-related issues. The IC oversees response and recovery operations. Upon activation of the ICS, the IC develops and leads the response to an emergency until the ICS is deactivated and conditions return to normal. The IC has delegated authority to act in the best interest of the College.

The first responder to the incident becomes the initial IC until relieved by a more qualified staff member. This person has responsibility for establishing initial priorities in the management of the incident and has the authority to make whatever decisions are necessary until the ICS is deactivated, they are relieved, or the incident is terminated.

## 2.3 Operations Function

Operations Section Chief

The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations. The major responsibilities of the section Operations Section Chief are to:

- Assure safety of tactical operations
- Manage tactical operations
- Develop the operations portion of the IAP
- Supervise execution of operations portions of the IAP
- Request additional resources to support tactical operations
- Approve release of resources from active operational assignments
- Make or approve expedient changes to the IAP

- Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident

The Operations Section Chief provides overall direction, management and coordination for all operational functions of the ICS. The Chief establishes operational priorities and strategies; he/she is responsible for coordinating an effective field incident response and the management of operational resources. These resources will be drawn from college departments. During normal operations, staffs from these departments are organized under College administrative departments. However, in an emergency, all College staff are available resources and may be allocated as deemed appropriate by the operations Section Chief to respond to the emergency.

The Functional Areas under the Operations Section Chief include:

A. Campus Safety: Coordinates field assignments, operations with Winter Park Police Department, Fire Department and other agencies. Operations consist of traffic control, access control, assessment of hazardous chemical, biological, or radiological materials exposure and assistance with crime scene preservation. Coordinates with the Medical Examiner for incidents involving fatalities. Has primary authority for establishing priority for field response and resource allocation. Responsible for managing search and rescue and fire suppression when local agencies are not immediately available.

B. Facilities Management: Responsible for managing and coordinating response and exchange of operational information for all buildings, power and water utilities, roadways and grounds. Lead reasonability for operational issues involving emergency inspection, repair and restoration operations for all campus power and water utilities, roadways and grounds. Is responsible for providing reports from outside utilities and transitioning emergency operations to clean up and repair functions.

C. Information Technology: Coordinates IT department with Incident Command positions. Provides status for campus telecommunications and computing services for disaster response. Plans for and establishes alternate and emergency computing support of the Incident Command Post and critical campus operations. Maintains, operates and deploys emergency communication tools. Has primary responsibility for communicating messages to the campus community (internal communications).

D. Care and Shelter:  Responsible for coordinating College operations for all populations who may be stranded on campus. Additionally, may need to address requests from the City of Winter Park, Orange County or the Red Cross to host temporary public shelters.

E. Student Life: Represent all student affairs functions during the emergency response and recovery. Provide information to families of students consistent with the Communications Plan and counseling services to students.

## 2.4   Planning Function

Planning Section Chief

The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, The Planning Section collects situation and resource status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of an Incident Action Plan, in formal briefings, or through map and status board displays. The major responsibilities of the section Planning Section Chief are to:

- Collect and manage all incident-relevant operational data
- Supervise preparation of the IAP
- Provide input to the IC and Operations in preparing the IAP
- Incorporate Traffic, Medical, and Communications Plans and other supporting materials into the IAP
- Conduct and facilitate planning meetings
- Reassign personnel within the ICS organization\
- Compile and display incident status information
- Establish information requirements and reporting schedules for units (E.g., Resources, Situation Units)
- Determine need for specialized resources
- Assemble and disassemble Task Forces and Strike Teams not assigned to Operations
- Establish specialized data collection systems as necessary (e.g., weather)
- Assemble information on alternative strategies
- Provide periodic predictions on incident potential
- Report significant changes in incident status
- Oversee preparation of the Demobilization Plan

## 2.5   Logistics Function

Logistics Section Chief

The Logistics Section Chief provides all incident support needs. The Logistics Section is responsible for providing:

- Facilities
- Transportation
- Communications
- Supplies
- Equipment maintenance and fueling
- Food services
- Medical services

Major responsibilities of the Logistics Section Chief are to:

- Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources
- Manage all incident logistics
- Provide logistical input to the IAP
- Brief Logistics Staff as needed
- Identify anticipated and known incident service and support requirements
- Request additional resources as needed
- Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required
- Oversee demobilization of the Logistics Section and associated resources

Functional Areas:

A. Resource Procurement: Sets up all logistics for procurement and delivery of resources, both Rollins resources and those outside the College. Procures private and vended services. May include contract services, equipment purchase, supplies and support for emergency operations.  Responsible for tracking and distributing equipment and supplies requested by the Incident Command Post required to support emergency response and recovery activities. Coordinates with Finance in record keeping, planning and budgeting.

B. Human Resources: Responsible for managing human resource operations including temporary or emergency hires including coordinating Rollins staff volunteers.

C. Transportation Services, vehicles: Responsible for providing transportation to support emergency operations, including transport of emergency personnel, equipment and supplies, and injured persons. Manage campus vehicle pools, parking operations, and garage. Maintains inventory of all available vehicles and support (fuel, supplies, drivers)

D. Emergency food, water, sanitation: Responsible for obtaining and allocating food and water supplies. Coordinated with Dining Services to obtain and provide hot meals and supplemental food/water for individuals on campus.

## 2.6 Finance/Administration Function

Finance/Administration Section Chief

The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. Major responsibilities of the Finance/Administration Section Chief are to:

- Manage all financial aspects of an incident
- Provide financial and cost analysis information as requested
- Ensure compensation and claims functions are being addressed relative to the incident
- Gather pertinent information from briefings with response agencies
- Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs
- Determine the need to set up and operate an incident commissary
- Meet with assisting and cooperating agency representatives as needed
- Ensure that personnel time records are completed accurately and transmitted to home agencies
- Ensure that all obligation documents initiated at the incident are properly prepared and completed
- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up
- Provide input to the IAP

Functional Areas:

A. Emergency accounting: Establish an accounting for tracking expenses for procurement of services, contracts and/or mutual aid agreements.

B. Payroll: Coordinates the payment of Rollins employees and staff during and after the emergency/disaster and develops alternate payment methods if primary payroll process is disrupted.

C. Insurance Claims: Assist Incident Command staff with insurance and liability claims information. As the recovery stage progresses, provide subject matter expertise on both issues.

D. Legal Counsel: Available for advice and consultation on all legal matters involving the College's emergency response activities. Position may not be physically present, but must be available electronically to the Incident Command Post and/or Emergency Policy Council.

E. Recovery Team Lead: Begin to prepare and maintain the FEMA public assistance documentation information package and support disaster assistance application process. Attend FEMA briefing program.

## 2.7 ICS Organization
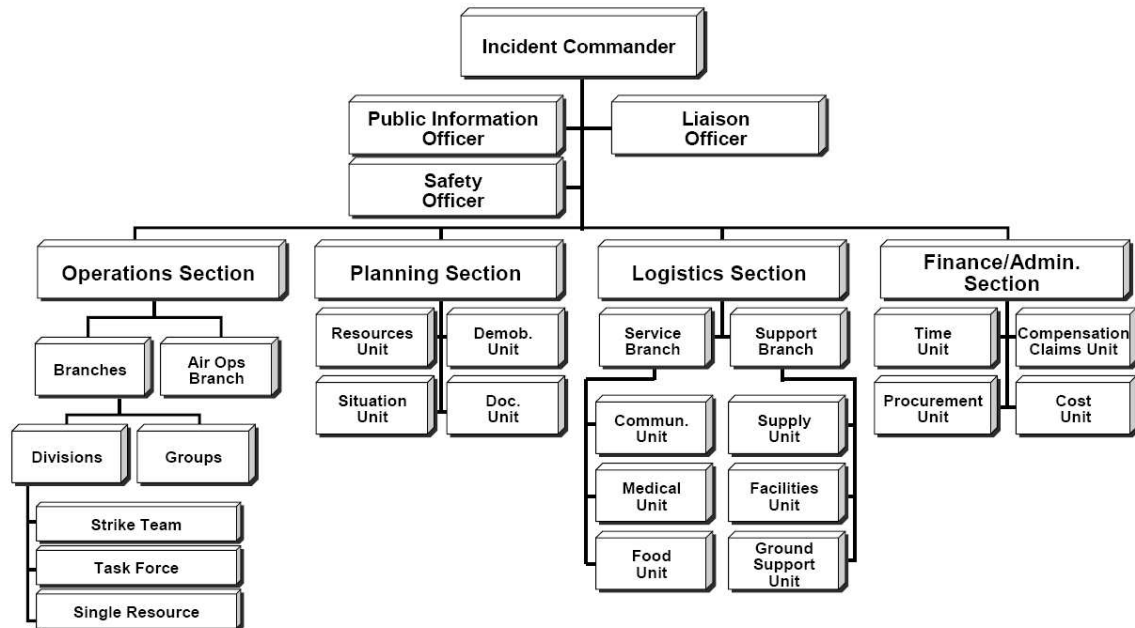


A. <u>Command Staff</u>: The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.

B. <u>Section</u>: The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

C. <u>Branch</u>: That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.

D. <u>Division</u>: That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.

E. <u>Group</u>: Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.

F. <u>Unit</u>: That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

G. <u>Task Force</u>: A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

H.  Strike Team: Specified combinations of the same kind and type of resources, with common communications and a leader.

I.  Single Resource: An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

### 2.7.1  Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.
As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.
In addition to the Command function, other desired functions and activities were:

- To delegate authority and to provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- To provide logistical support to the incident organization.
- To provide planning services for both current and future activities.
- To provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- To promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- To provide a safe operating environment within all parts of the incident organization.
- To ensure that assisting and cooperating agencies' needs are met, and to see that they are used in an effective manner.

### 2.7.2  Incident Commander

Technically, the Incident Commander is not a part of either the General or Command Staff. However, the Incident Commander is responsible for overall incident management, including:

- Ensuring clear authority and knowledge of agency policy
- Ensuring incident safety
- Establishing an Incident Command Post
- Obtaining a briefing from the prior Incident Commander and/or assessing the situation
- Establishing immediate priorities
- Determining incident objectives and strategy(ies) to be followed

- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization
- Managing planning meetings as required
- Approving and implementing the Incident Action Plan
- Coordinating the activities of the Command and General Staff
- Approving requests for additional resources or for the release of resources
- Approving the use of participants, volunteers, and auxiliary personnel
- Authorizing the release of information to the news media
- Ordering demobilization of the incident when appropriate
- Ensuring incident after-action reports are complete
- Authorizing information release to the media

### 2.7.3  Command Staff

The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer, Safety Officer, and Liaison Officer, in addition to various others, as required and assigned by the Incident Commander.

The following table summarizes the responsibilities of the Command Staff.

| Command Staff | Responsibilities |
|---|---|
| Public Information Officer | · Determine, according to direction from the IC, any limits on information release<br>· Develop accurate, accessible, and timely information for use in press/media briefings<br>· Obtain IC's approval of news releases<br>· Conduct periodic media briefings<br>· Arrange for tours and other interviews or briefings that may be required<br>· Monitor and forward media information that may be useful to incident planning<br>· Maintain current information, summaries, and/or displays on the incident<br>· Make information about the incident available to incident personnel<br>· Participate in the planning meeting |
| Safety Officer | · Identify and mitigate hazardous situations<br>· Ensure safety messages and briefings are made<br>· Exercise emergency authority to stop and prevent unsafe acts<br>· Review the Incident Action Plan for safety implications<br>· Assign assistants qualified to evaluate special hazards<br>· Initiate preliminary investigation of accidents within the incident area<br>· Review and approve the Medical Plan<br>· Participate in planning meetings |

| Liason Officer | • Act as a point of contact for agency representatives<br>• Maintain a list of assisting and cooperating agencies and agency representatives<br>• Assist in setting up and coordinating inter-agency contacts<br>• Monitor incident operations to identify current or potential inter-organizational problems<br>• Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources<br>• Provide agency specific demobilization information and requirements |
|---|---|
| Assistants | In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency. |
| Additional Comand Staff | Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event. |

### 2.7.4  General Staff

The General Staff represents and is responsible for the functional aspects of the incident command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.
General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

The following table summarizes the responsibilities of the General Staff:

| General Staff | Responsibilities |
|---|---|
| Operation Section Chief | The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.<br><br>Major responsibilities of the Operations Section Chief are to:<br>· Assure safety of tactical operations<br>· Manage tactical operations<br>· Develop the operations portion of the IAP<br>· Supervise execution of operations portions of the IAP<br>· Request additional resources to support tactical operations<br>· Approve release of resources from active operational assignments<br>· Make or approve expedient changes to the IAP<br>· Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident |
| Planning Section Chief | The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays.<br><br>Major responsibilities of the Planning Section Chief are to:<br>· Collect and manage all incident-relevant operational data<br>· Supervise preparation of the IAP<br>· Provide input to the IC and Operations in preparing the IAP<br>· Incorporate Traffic, Medical, and Communications Plans and other supporting materials into the IAP<br>· Conduct and facilitate planning meetings<br>· Reassign personnel within the ICS organization<br>· Compile and display incident status information<br>· Establish information requirements and reporting schedules for units (e.g., Resources, Situation Units)<br>· Determine need for specialized resources<br>· Assemble and disassemble Task Forces and Strike Teams not assigned to Operations<br>· Establish specialized data collection systems as necessary (e.g., weather)<br>· Assemble information on alternative strategies<br>· Provide periodic predictions on incident potential<br>· Report significant changes in incident status<br>· Oversee preparation of the Demobilization Plan |

| | |
|---|---|
| Logistics Section Chief | The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:<br>· Facilities<br>· Transportation<br>· Communities<br>· Supplies<br>· Equipment maintenance and fueling<br>· Food services (for responders)<br>· Medical services (for responders)<br>· All off-incident resources<br><br>Major responsibilities of the Logistics Section Chief are to:<br>· Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources<br>· Manage all incident logistics<br>· Provide logistical input to the IAP<br>· Brief Logistics Staff as needed<br>· Identify anticipated and known incident service and support requirements<br>· Request additional resources as needed<br>· Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required<br>· Oversee demobilization of the Logistics Section and associated resources |
| Finance/Administration Section Chief | The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.<br><br>Major responsibilities of the Finance/Administration Section Chief are to:<br>· Manage all financial aspects of an incident<br>· Provide financial and cost analysis information as requested<br>· Ensure compensation and claims functions are being addressed relative to the incident<br>· Gather pertinent information from briefings with responsible agencies<br>· Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs<br>· Determine the need to set up and operate an incident commissary<br>· Meet with assisting and cooperating agency representatives as needed<br>· Maintain daily contact with agency(s) headquarters on finance matters<br>· Ensure that personnel time records are completed accurately and transmitted to home agencies<br>· Ensure that all obligation documents initiated at the incident are properly prepared and completed<br>· Brief agency administrative personnel on all incident-related financial issues needing attention or followup<br>· Provide input to the IAP |

### 2.7.5  <u>Agency Representative</u>

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.
Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer. Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

### 2.7.6  <u>Technical Specialists</u>

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.
While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists
- Environmental Impact Specialist
- Flood Control Specialists
- Water Use Specialists
- Fuels and Flammable Specialists
- Hazardous Substance Specialists
- Fire Behavior Specialists
- Structural Engineers

- Training Specialists

Additional advisory positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event. These positions may also be considered Technical Specialists.

### 2.7.7  **Intelligence/Investigations Function**

The collection, analysis, and sharing of incident-related intelligence are important elements of ICS. Typically, operational information and situational intelligence are management functions located in the Planning Section, with a focus on three incident intelligence areas: situation status, resource status, and anticipated incident status or escalation (e.g., weather forecasts, location of supplies, etc.). This information and intelligence is utilized for incident management decision making. In addition, Technical Specialists may be utilized in the Planning Section to provide specific information that may support tactical decisions on an incident.

Incident management organizations must also establish a system for the collection, analysis, and sharing, as possible, of information developed during intelligence/investigations efforts. Some incidents require the utilization of intelligence and investigative information to support the process. Intelligence and investigative information is defined as information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individuals(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure:

- Within the Planning Section. This is the traditional placement for this function and is appropriate for incidents with little or no investigative information requirements, nor a significant amount of specialized information.

- As a Separate General Staff Section. This option may be appropriate when there is an intelligence/investigative component to the incident or when multiple investigative agencies are part of the investigative process and/or there is a need for classified intelligence.

- Within the Operations Section. This option may be appropriate for incidents that require a high degree of linkage and coordination between the investigative information and the operational tactics that are being employed.

- Within the Command Staff. This option may be appropriate for incidents with little need for tactical information or classified intelligence and where supporting Agency Representatives are providing the real-time information to the Command Element.

The mission of the Intelligence/Investigations Function is to ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed in order to:

- Prevent/deter additional activity, incidents, and/or attacks
- Collect, process, analyze, and appropriately disseminate intelligence information
- Conduct a thorough and comprehensive investigation
- Identify, process, collect, create a chain of custody for, safeguard, examine/analyze, and store all situational intelligence and/or probative evidence

The Intelligence/Investigations Function has responsibilities that cross all departments' interests involved during an incident, but there are functions that remain specific to law enforcement response and/or mission areas. Two examples of these are expeditious identification and apprehension of all perpetrators, and successful prosecution of all defendants.

Regardless of how the Intelligence/Investigations Function is organized, a close liaison will be maintained and information will be transmitted to Command, Operations, and Planning. However, classified information requiring a security clearance, sensitive information, or specific investigative tactics that would compromise the investigation will be shared only with those who have the appropriate security clearance and need to know.

### 2.7.8   Unified Command

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies operating together to form a single command structure.

#### 2.7.8.1   Overview

Unified Command is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.
As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework. All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident participate in the Unified Command structure and contribute to the following process and responsibilities:

- Determining overall incident strategies.
- Selecting objectives.
- Ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives.
- Ensuring the integration of tactical operations.
- Approving, committing, and making optimal use of all assigned resources. The exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required). In the case of some multijurisdictional incidents, the designation of a single Incident Commander may be considered to promote greater unity of effort and efficiency.

#### 2.7.8.2   Authority

Authority and responsibility for an Incident Commander to manage an incident or event comes in the form of a delegation of authority from the agency executive or administrator of the jurisdiction of occurrence or inherent in existing agency policies and procedures. When an incident/event spans multiple jurisdictions this responsibility belongs to the various jurisdictional and agency executives or administrators who set policy and are accountable to their jurisdictions or agencies. They must appropriately delegate to the Unified Commanders the authority to manage the incident. Given this authority, the Unified Commanders will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.

### 2.7.8.3  Advantages of Using Unified Command

The advantages of using Unified Command include:

- A single set of objectives is developed for the entire incident
- A collective approach is used to develop strategies to achieve incident objectives
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions
- No agency's legal authorities will be compromised or neglected
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan

### 2.7.9  Planning Process

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning that could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning. The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to develop a written Incident Action Plan (IAP).

The primary phases of the planning process are essentially the same for the Incident Commander who develops the initial plan, for the Incident Commander and Operations Section Chief revising the initial plan for extended operations, and for the incident management team developing a formal IAP, each following a similar process. During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise verbal briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and "lessons learned." Planning involves:

- Evaluating the situation
- Developing incident objectives
- Selecting a strategy
- Deciding which resources should be used to achieve the objectives in the safest, most efficient and cost-effective manner

**Command:** Develops the overall incident objectives and strategy, approves resource orders and demobilization, and approves the IAP by signature.

**Finance/Admin:** Develops cost analyses, ensures that the IAP is within the financial limits established by the IC, develops contracts, and pays for the resources.

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

**Operations:** Assists with developing strategy, and identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

**Planning:** Provides status reports, manages the planning process, and produces the IAP.

**Logistics:** Orders resources and develops the Transportation, Communications, and Medical Plans.

This organizational chart shows that Command develops the overall incident objectives and strategy, approves resource orders and demobilization, and approves the IAP by signature. Operations assists with developing strategy, and identifies, assigns, and supervises the resources needed to accomplish the incident objectives. Planning provides status reports, manages the planning process, and produces the IAP. Logistics orders resources and develops the Transportation, Communications, and Medical Plans. Finance/Administration develops cost analyses, ensures that the IAP is within the financial limits established by the Incident Commander, develops contracts, and pays for the resources.

### 2.7.9.1 The Planning "P"

The Planning "P" is a guide to the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.

At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.
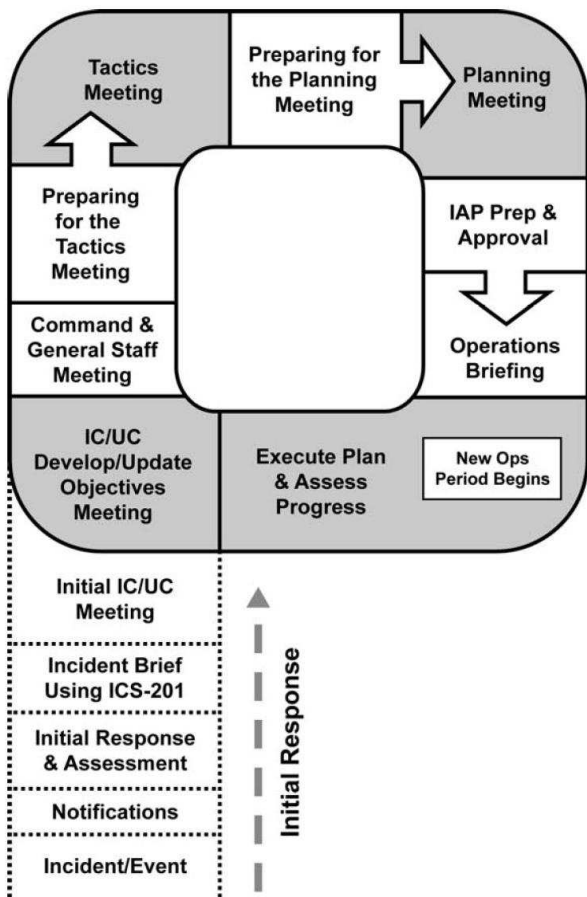
## Initial Response

Planning begins with a thorough size-up that provides information needed to make initial management decisions.

The ICS Form 201 provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.
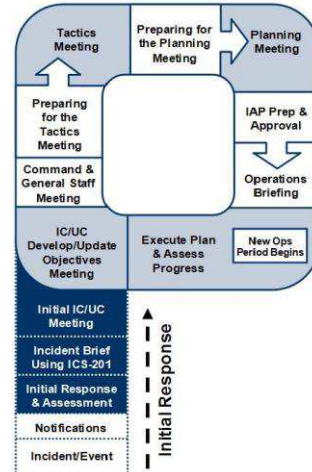


## The Start of Each Planning Cycle

- IC/UC Objectives Meeting: The Incident Command/Unified Command establish incident objectives that cover the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

  The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.



- Command and General Staff Meeting: The Incident Command/Unified Command may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.
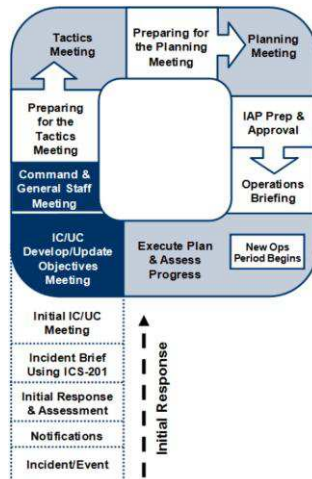
**Preparing for and Conducting the Tactics Meeting**

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes the following:
- Determine how the selected strategy will be accomplished in order to achieve the incident objectives
- Assign resources to implement the tactics
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy)
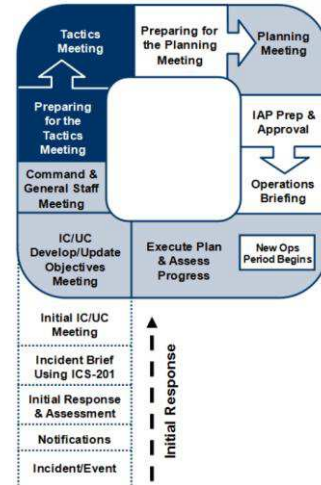
The Operations Section Chief, Safety Officer, Logistics Section Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief leads the Tactics Meeting.

The ICS Forms 215, Operational Planning Worksheet, and 215A, Incident Safety Analysis, are used to document the Tactics Meeting.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactical assignments being planned for the Operational Period. It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations that realistically cannot be achieved.

**Preparing for the Planning Meeting**

Following the Tactics Meeting, preparations are made for the Planning Meeting, to include the following actions coordinated by the Planning Section:

- Review the ICS Form 215 developed in the Tactics Meeting
- Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS Form 215

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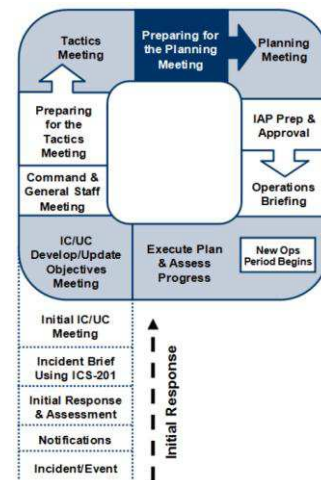
- Assess current operations effectiveness and resource efficiency
- Gather information to support incident management decisions

## Planning Meeting

The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Attendance is required for all Command and General Staff. Additional incident personnel may attend at the request of the Planning Section Chief or the Incident Commander. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.
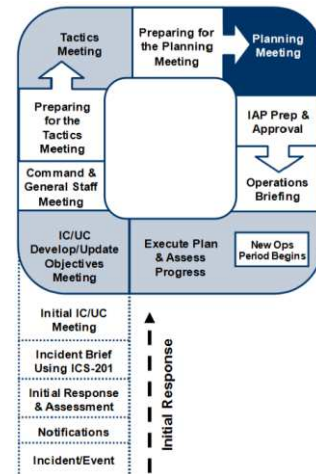
The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section's "Resources Unit" will have to work with the Logistics Section to accommodate.

At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.

## IAP Preparation and Approval

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period.

For simple incidents of short duration, the Incident Action Plan (IAP) will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not demand the formal planning meeting process as highlighted above.
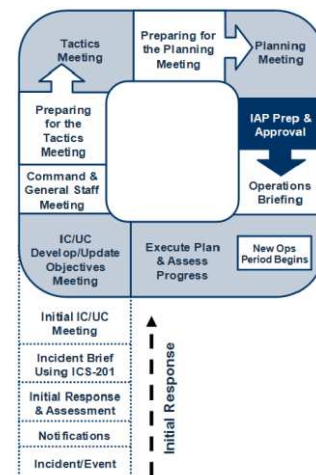
Certain conditions result in the need for the Incident Commander to engage a more formal process. A written IAP should be considered whenever:

- Two or more jurisdictions are involved in the response
- The incident continues into the next Operational Period
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed)
- It is required by agency policy
- A Hazmat incident is involved (required)

## Operations Period Briefing

The Operations Period Briefing may be referred to as the Operational Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

Following the Operations Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.
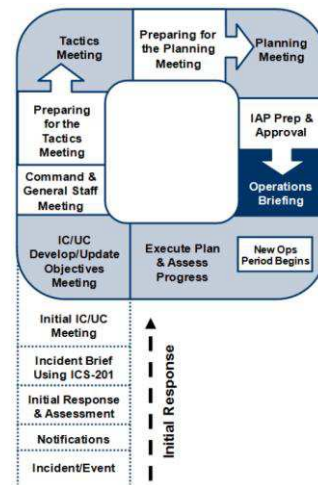
## Execute Plan and Assess Progress

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the Operational Period to ensure that the objectives are met and effectiveness is assured.

## 2.7.10  ICS Forms

The ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form.  These can be found at: http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Forms.htm

| Standard Form Title | Description |
|---|---|
| Incident Action Plan Cover Page ICS 200 | Indicates the incident name, plan operational period, date prepared, approvals, and attachments (resources, organization, Communications Plan, Medical Plan, and other appropriate information). |
| Incident Briefing ICS 201 | Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident. |
| Incident Objectives ICS 202 | Describes the basic strategy and objectives for use during each operational period. |
| Organization Assignment List ICS 203 | Provides information on the response organization and personnel staffing. |
| Field Assignment ICS 204 | Used to inform personnel of assignments. After Incident Command/Unified Command approve the objectives, staff members receive the assignment information contained in this form. |
| Incident Communications Plan ICS 205 | Provides, in one location, information on the assignments for all communications equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS Form 204). |
| Medical Plan ICS 206 | Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures. |
| Incident Status Summary ICS 209 | Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases. |
| Check-in/Out List ICS 211 | Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form. |
| General Message ICS 213 | Used by:<br>• Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients.<br>• EOC and other incident personnel to transmit messages via radio or telephone to the addressee.<br>• Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel. |
| Unit Log ICS 214 | Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report. |
| Operational Planning Worksheet ICS 215 | Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this Worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209. |

| Incident Action Plan Safety Analysis<br>ICS 215A | Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer. |
|---|---|
| Air Operations Summary<br>ICS 220 | Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft. |
| General Plan<br>ICS 226 | Addresses long-term objectives approved by Incident Command/ Unified Command. These objectives are often expressed as milestones (i.e., timeframes for the completion of all and/or portions of incident response operations). A General Plan should identify the major tasks to be carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish the tasks within the specified duration. |

### 2.7.11 **Demobilization**

Demobilization planning helps to:
- Eliminate waste in resources
- Eliminate potential fiscal and legal impacts
- Ensure a controlled, safe, efficient, and cost-effective release process

Demobilization policies and procedures depend on size of incident and may involve:
- Fiscal/legal policies and procedures
- Work rules
- Special license requirements
- Other requirements

# Section 3: Emergency Policies and Protocols

This section contains a summary of institutional policies, protocols and procedures as they apply to institutional emergency planning. The policies are audited annually and accompanied by training documentation. These policies have been compared to best practices in the field and professional association standards. They represent an all-hazard, all-institution approach to the management of emergencies. Many of these are written with the "worse case" in mind. Not every incident requires the full activation of the Incident Command Post or the complete response outlines in these policies. The principle is that the incident dictates the appropriate level of response and the Incident Commander may elect to scale the response appropriately.

SECTION CONTENTS

### 3.1.1   Policy Statement

Rollins College is committed to reducing risk to all students, faculty, staff, and visitors.  It is the College's intent to protect members of the campus community against avoidable and undue risks of injury or death due to fire.  It is the policy of the College to notify all employees and students of the elements of this plan and to expect them to read and understand its contents.

### 3.1.2   Definitions

a.   Fire Safety Policy -

The Fire Safety policy is composed of a Fire Prevention Plan, an Emergency Action Plan, and Residence Hall Fire Safety Policies document.

b.   Fire Prevention Plan -

The purpose of this Fire Prevention Plan is to eliminate the causes of fire, prevent loss of life and property by fire, and to comply with the Occupational Safety and Health Administration's (OSHA) standard on fire prevention, 29 CFR 1910.39. It provides employees with information and guidelines that will assist them in recognizing, reporting, and controlling fire hazards.

c.   Emergency Action Plan -

The Emergency Action Plan addresses emergencies reasonably expected in the workplace.

d.   Residence Hall Fire Safety Policies -

The College has established policies and procedures for students /staff residing in residence halls.

### 3.1.3   Responsibilities

- The Campus Safety Department is responsible for notifying the campus community of this policy through the website (www.emergency.rollins.edu) and for reviewing this policy at least annually and maintaining and updating as necessary.  The Campus Safety Department will alert the Winter Park Fire Department and all other necessary personnel in the event a fire or alarm has been reported to them. Security personnel will respond to all alarms on campus and will, if safe to do so, check the entire building or area to ensure it has been evacuated and to locate the source of the alarm.  Campus Safety is further responsible for having personnel present during all fire drills.

- The Facilities Management Department is responsible for installing, testing, servicing, and maintaining fire alarm, evacuation and suppression equipment and associated signage either in-house or through contracted services.  Facilities Management is further responsible for housing the above listed documents and for having personnel present during all fire drills.  Facilities Management is responsible for informing outside contractors (who have been contracted by the Facilities Management department) of this policy and any hazards they may be exposed to.

- The Office of Residential Life is responsible for enforcing, communicating and recommending updates for the Residence Hall Fire Safety Policies. Residential Life is further responsible for having personnel present during fire drills occurring in residence halls.

- All Department Heads, Deans, Directors and Supervisors are responsible for reviewing and enforcing this policy to those they supervise.

- All Employees and Students are responsible for familiarizing themselves with and adhering to the elements of this policy. This includes:
  - **Knowing your nearest exit and emergency exit route**
  - **Knowing where your outside assembly area is located**
  - **Knowing to communicate to Campus Safety or Fire Department personnel if any persons may still be inside.**

**NOTE**: Refer to the Emergency Action Plan for detailed procedures to follow in the event of an actual fire or fire alarm activation.

- The Winter Park Fire Department (WPFD) responds to all fire, hazardous material and medical emergency incidents/alarms on campus. WPFD is the only entity who can give approval to re-set a fire alarm system once the fire department has been dispatched. WPFD randomly inspects buildings and venues on campus to ensure compliance with state and local fire codes.

### 3.1.4  Fire Prevention Plan

- The Fire Prevention Plan addresses the following requirements:

  - A list of all major fire hazards, potential ignition sources and their control
  - Proper handling and storage procedures for hazardous materials
  - The type of fire protection equipment necessary to control each major hazard
  - Procedures to control accumulations of flammable and combustible waste materials
- The name or job title of employees responsible for maintaining equipment to prevent/control sources of ignition or fires and for the control of fuel source hazards and procedures for regular maintenance of safeguards installed on heat-producing equipment to prevent the accidental ignition of combustible material

- <u>Major Workplace Fire Hazards, Potential Ignition Sources, and their Control</u>
  The following is a list of common fire hazards and prevention strategies:

| Fire Hazards / Potential Ignition Sources | Prevention Strategy |
|---|---|
| Arson | • Security Systems (R-Card Entry to Res. Halls)<br>• Emergency Phone System<br>• Training to report suspicious activity |
| Cooking | • Routine inspection and maintenance of cooking appliances<br>• Cooking on balconies--including but not limited to--the use of electric appliances, gas grills and charcoal grills, etc. is prohibited.<br>• Gas grills/tanks are not allowed to be used or stored within 10 feet of an occupied building. |
| Smoking Materials | • No smoking policy (Human Resources Policy #PPM 800.25) |
| Open Flames (candles, etc.) | • Unless approved by Campus Safety, open flames are prohibited on campus<br>• Prohibition of open flames as outlined in the "Guide to Residence Hall Living" - |
| Electrical (wiring, appliances, and equipment) | • Routine inspection and maintenance program<br>• Use of UL approved equipment<br>• Prohibition of extension cords other than UL approved "surge protecting" types in residence halls |
| Accumulation of combustible materials | • Routine inspection of campus facilities<br>• Maintain clear egress and clearance to electrical or heat source |
| Improper handling and storage of combustible/flammable liquids | • Bi-annual removal of accumulated hazardous waste<br>• Use of approved flammable liquid storage cabinets<br>• Hazardous waste disposal program ("Small-Quantity Generator" status)<br>• Use of proper bonding and grounding procedures |
| Halogen lamps | • No halogen lamps permitted on campus. |
| Space Heaters | • No space heaters permitted on campus unless authorized by Facilities Management. |
| Hot work hazards i.e. cutting, welding, etc | • Use of hot work permit policy as per (OSHA 29CFR 1910.252) - |
| Residential Areas | • Monthly safety inspections conducted by Residential Life personnel |

Winter Park fire officials as well as insurance inspectors conduct regular fire prevention/protection inspections of all campus facilities. Reports are sent to the appropriate departments for corrective action.

- <u>Proper Handling and Storage Procedures for Hazardous Materials</u>

  All Flammable Hazardous Materials shall be handled and stored in accordance with College policy.

- <u>Fire Protection Equipment/Systems Necessary to Control Fire Hazards</u>

  All major buildings are equipped with automatic fire detection and alarm systems which are constantly monitored by a UL approved monitoring service. Most of our residential buildings are further protected with fire sprinkler suppression systems. The following are fire detection, notification, and suppression systems found in most of our campus facilities:

  o Building fire alarm detection and notification systems
    - Smoke and heat detectors
    - Manually activated pull stations


  o Building fire suppression systems
    - Sprinkler systems
      a. Water (Wet-Pipe Systems)
      b. FM-200—Located in Olin Archives and Cornell Museum.
      c. Commercial kitchen hood exhaust/suppression systems (foam)

  o Fire Extinguishers
    - Type ABC—Located throughout campus buildings and areas--Can be used on any fire except burning metal and chlorine fires.
    - Portable Halon Extinguisher—Located in areas appropriate for their use.

  o Fire rated doors and fire-resistant barriers

- <u>Procedures to Control Accumulations of Flammable and Combustible Waste Materials</u>

  The College controls accumulations of flammable and combustible waste materials so that they do not contribute to a fire emergency. The following are housekeeping procedures used to control such accumulations:

  - The College provides routine and comprehensive housekeeping services to all campus facilities.
  - Representatives from the Office of Residential Life conduct periodic safety inspections of residence hall rooms which include noting any excessive accumulations of combustible material.
  - The Department of Campus Safety conducts periodic inspections of all campus facilities and notes any hazardous conditions.
  - College waste generators follow instructions in the Hazardous Waste Management Program located in the Department of Campus Safety and notify the department for the transportation and disposal of hazardous waste accumulations.

- <u>General Housekeeping Requirements</u>

  - Keep stairwells, exits and passageways free of obstructions at all times.
  - Keep access to fire protection equipment (pull stations and fire extinguishers) free and clear.
  - Store flammable and combustible liquids in approved storage containers and cabinets.
  - Keep storage/items 18 inches away from sprinkler heads and 24 inches from the ceiling in buildings not equipped with a sprinkler system.
  - Assure fire doors are operating properly, unobstructed, and not propped open.

- Personnel Responsible for Maintenance of Equipment and Systems

  The Facilities Management department is responsible for maintenance of equipment and systems installed to mitigate or control ignition sources of fires. Facilities Management's main phone number is (407) 646-2255. After hours or for emergencies, call Campus Safety at (407) 646-2999 – they can contact Facilities Management employees to respond.

  | Name | Scott Bitikofer | Name | Kirk Hemphill |
  |------|------|------|------|
  | Title | Director | Title | Maintenance Manager |
  | Dept. | Facilities Management | Dept. | Facilities Management |
  | Phone # | (407) 646-2255 | Phone # | (407) 646-2255 |
  | E-mail | sbitikofer@rollins.edu | E-mail | khemphill@rollins.edu |

- Training

  1. All employees will be provided access to this plan and are encouraged to review those portions which pertain to their job assignments.
  2. The written plan is kept in the Department of Campus Safety and is available for employee review.
  3. Training may be conducted in a variety of ways such as seminars, workshops, and live exercises. Records are kept of all training activities documenting the type of training, persons trained, and the date of training and are maintained by and kept in the Campus Safety office.

  o Fire safety training may include:
    a. Classes of fires
    b. Potential fire hazards on the job
    c. Fire prevention procedures
    d. Building fire protective features
    e. How to recognize fire exits
    f. Location and types of fire prevention equipment
    g. Steps to take in the event of fire or smoke
    h. How to use fire extinguishers and their limitations

- Maintenance/Inspection of Equipment and Systems

  - The College has a system in place to ensure that fire protection and suppression equipment is regularly checked through the Facilities Management department. This can include both in-house inspections as well as contracted inspections through service vendors. Records of these inspections are maintained in the Facilities Management department, who has ultimate responsibility for these tasks.

  - Monthly safety inspections are conducted by Residential Life personnel of all residential facilities and student rooms.

  - In keeping with federal, local, and state law, the Winter Park Fire Department (Office of the Fire Marshal) conducts regular inspections of all College facilities to ensure fire safety compliance is met. Violations and recommendations are addressed and corrected.

- Additional Information

  For additional information or questions, please contact the Safety and Emergency Planning Coordinator at (407) 646-2244.

### 3.1.5  **Emergency Action Plan**

The Plan Addresses the Following Requirements:

1. Procedures for reporting a fire or other emergency
2. Procedures to follow in case of fire or alarm
   - If you discover a fire
     - Portable fire extinguishers
       - Types of extinguishers on campus
       - Using a portable fire extinguisher

3. Procedures for emergency evacuation
   - General emergency evacuation procedures
   - Assisting individuals with disabilities
     - Responsibilities of supervisors and residence hall staff
     - Responsibilities of individuals with mobility impairment or disabilities
       - Mobility impaired—All
       - Mobility impaired—Wheelchair
       - Mobility impaired—Ambulatory
       - Hearing impaired
       - Visually impaired
       - Speech impaired
       - Developmentally disabled
4. Emergency Evacuation Type and Exit Route Assignments
5. Employees Conducting Critical Functions Before Evacuating
6. Procedures to Account for Persons After Evacuation
   - Employees
   - Students
     - In Classrooms
     - In Residential Facilities
7. Emergency Medical and Rescue Duties
8. Contact information for further Explanation of this Plan

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1. Procedures for Reporting a Fire or Other Emergency

   **Call 9-1-1** and report the situation from a safe place.  In case of fire or fire alarm, evacuate the building or area immediately.  In case of other emergency, follow the procedures set forth for that emergency.

2. Procedures to Follow in case of Fire or Alarm

- **If you discover a fire:**

  a. Evacuate the building or area via the nearest safe exit, activate the building alarm by pulling a "pull-station" located next to the exit and report to the pre-designated Evacuation Assembly Area (see section 3.1.9)

**NOTE**: If the fire is very small and you know how to use a portable fire extinguisher safely, you may attempt to put out the fire. Always pull the fire alarm first or make sure that the fire department has been called BEFORE you attempt to fight a fire. Do not try to fight a fire unless you feel that it can be done safely and there is a clear escape route available to you.

  b. Call 9-1-1 and tell them your exact location and situation. They will notify the fire department by radio.

  o Portable Fire Extinguishers

    ▪ Types of Extinguishers on Campus:

      a) Type ABC—Located throughout campus buildings and areas--Can be used on any fire except burning metal and chlorine fires.
      b) Portable Halon Extinguisher—Located in areas appropriate for their use.

    ▪ Using a Portable Fire Extinguisher:

      If you know that you have the proper extinguisher and the fire is small enough to extinguish safely, remember the P-A-S-S acronym to use your extinguisher as follows:

      a. **Pull** the safety pin at the top of the extinguisher
      b. **Aim** the nozzle, horn, or hose at the base of the flames
      c. **Squeeze** the handle of the extinguisher
      d. **Sweep** the nozzle from side to side until the fire goes out

3. Procedures for Emergency Evacuation

- **General Emergency Evacuation Procedures:**

  Be aware of the following procedures if a fire is discovered or when the fire alarm sounds in your building. You should also be familiar with your emergency exit routes and your assembly area (see Attachment A)

**NOTE**: State law requires occupants to evacuate a building when the fire alarm sounds.

- Leave the premises immediately.
- If there is smoke or heat, stay low to the floor. Crawl to the nearest exit if need be.
- Always use stairwells to evacuate if possible. Do not use elevators.

- Before opening any door, feel the door near the top. If it is hot, do not open it. Use another exit. If the door is not hot, open it cautiously. Stand behind the door and be prepared to close it quickly if there is excessive smoke or heat.
  - o **If you become trapped**, **do the following:**
    1. Call 9-1-1 and tell them your exact location and situation. They will notify the fire department by radio.
    2. Place a blanket or similar article along the bottom of the door to keep smoke out. If possible, wet the material first.
    3. Retreat. Close as many doors between you and the fire as possible.
    4. Hang a light-colored material or sign out the window to attract attention of rescue teams below.
    5. DO NOT JUMP!
- Activate the nearest fire alarm pull station as you leave the building. From a safe location, call 9-1-1 (no matter how small the fire is). Tell them where the fire is and give them any other information requested.
- Assemble outside in a pre-designated area (see Attachment A). The Winter Park Fire department will notify Campus Safety when it is clear to re-enter the building. Once you have assembled, you may be required to remain at the Assembly area until released by Winter Park or Campus Safety officials.

- **Assisting Individuals with Disabilities:**

Under the assumption that Campus Safety may be the first responders to any fire incident, they must be made aware on an on-going basis of those persons with significant physical disabilities living in student residence facilities or working in any College facility.

  - o Responsibilities of Supervisors and Residence Hall Staff

    a. Must be thoroughly knowledgeable of emergency evacuation procedures and for knowing the primary and alternate routes of exit from their buildings.
    b. Know the location of offices, labs, and sleeping rooms of staff or resident students who are mobility, visually, or hearing impaired. Each semester, supervisors and/or residence hall staff should notify Campus Safety about these persons and their normal locations.
    c. Be completely knowledgeable of the College's policy related to emergency evacuation of persons with physical disabilities.
    d. When evacuating a building, if possible, give persons with physical disabilities assistance.
    e. Upon evacuation of your building, give the first responders immediate information about persons with physical disabilities who are not accounted for.

  - o Responsibilities of Individuals with Mobility Impairment or Disabilities

    - ▪ **Mobility Impaired – All**

    It is critical to your health and safety that you are knowledgeable of your needs during an emergency evacuation. You should convey these needs to your supervisor or residence life staff **AND CAMPUS SAFETY** at the beginning of your employment or the academic year. In the event of a fire emergency, you may choose one of the following alternatives:

a. Proceed to an enclosed stairwell that is free of smoke and fire, accompanied by a partner and wait inside the stairwell. Call 9-1-1 or Campus Safety and notify them of your location. Remain in the stairwell until the responding fire department arrives and safely completes the evacuation.
b. Proceed to an area that is free of smoke and fire. Call 9-1-1 or Campus Safety and notify them of your location.
c. Shelter in place. Seek refuge in a room or section of a building that, by virtue of its construction associated with the fire incident, will provide a safe area for persons to remain during a fire situation until rescue is made. The door should be kept closed and a wet towel or cloth should be placed at the base of the door. If possible, you should call 9-1-1 or Campus Safety to advise them of your location.
d. After safely exiting the building, proceed immediately to your designated assembly area (see Attachment A) and remain there until released.

- **Mobility Impaired – Wheelchair**

Individuals who use a wheelchair may need to be evacuated with the wheelchair, particularly if they use a respirator. During an emergency evacuation, it is preferable for someone to remain with and assist a non-ambulatory person if they can do so without endangering their own life.

- **Mobility Impaired – Ambulatory**

Mobility Impaired – Ambulatory would include individuals who are able to walk independently, either with or without the use of crutches or a cane, and can negotiate stairs in an emergency situation with minor assistance. If an emergency evacuation is imminent, these individuals should wait until heavy pedestrian traffic has cleared before attempting to use stairways.

- **Hearing Impaired**

Individuals with hearing impairments may need fire alarm horn/strobe lights installed in their assigned rooms or offices. Staff should be aware of these situations and attempt to provide assistance and guidance in the event of an emergency situation.

- **Visually Impaired**

Individuals with a visual impairment should become familiar with their immediate surroundings and most frequently traveled routes. In the event of an emergency evacuation, staff or other students should offer to guide these persons from the building. Special attention should be given to obstacles or route obstructions.

- **Speech Impaired**

Individuals with speech impairment may have difficulty communicating during an emergency evacuation. Ideally, a volunteer capable of communicating with that individual should assist them during the evacuation.

- **Developmentally Disabled**

It is critically important that the designated evacuation route be rehearsed with a developmentally disabled occupant. Ideally, someone capable of communicating effectively with this person should assist them during the evacuation.

4. Emergency Evacuation Type and Exit Route Assignments

**Locate the nearest exit or follow the illuminated "EXIT" signs**. Evacuation plans are building specific. It is important for all employees of the College to be familiar with the evacuation policy for the building that is their primary place of employment as well as other areas that they are required to frequent. Employees are advised to familiarize themselves with the closest rout of safe egress.

5. Employees Conducting Critical Functions Before Evacuating

Employees who are required and permitted by the responding fire department to remain in the building to conduct critical operations should perform their duties only if they are not in the smoke/fire area. Employees should never risk injury when performing work-related duties.

6. Procedures to Account for Persons after Evacuation

- **Employees**

Supervisors shall develop a procedure to account for employees after an emergency evacuation has been completed. Supervisors should conduct a "head count" of persons in their Evacuation Assembly Area (See Attachment A for list of Evacuation Assembly Areas for campus buildings). Supervisors who have knowledge of any person(s) still inside the building (or otherwise unaccounted for) must inform emergency responders (e.g. the Winter Park Fire Department.)

- **Students**

  o **In Classrooms:**
  Instructors shall develop a procedure to account for (to the best of their ability) students under their control after an emergency evacuation has been completed.

  o **In Residential Facilities:**
  The Office of Residential Live will develop a plan to ensure that the building has been cleared in the event of a residential facility evacuation.

7. Emergency Medical and Rescue Duties

Emergency medical and rescue duties will be provided by the responding fire department and EMS units.

8. Contact Information for Further Explanation of this Plan

The Safety and Emergency Planning Coordinator (407) 646-2244 should be contacted for more information about this plan.

**3.1.6 Residence Hall Fire Safety Policies**

a. Student rooms are equipped with individual smoke detectors. If you hear a smoke detector activated in a student room, contact Campus Safety immediately to investigate this alarm. Hot air, smoke, or aerosols directed toward the detector will set off the alarm. Power tools and electrical kitchen appliances including popcorn poppers, hot plates, toasters/ovens and indoor grills (e.g. "George Foreman" type) are not permitted in the traditional residence halls. Coffee pots, microwaves and refrigerators not exceeding

45

4.5 cubic feet are permitted in student rooms. Sutton residents are permitted to have electrical kitchen appliances in their kitchens. George Foreman grills should be counter top size. No cooking devices are permitted on Sutton balconies. Illegal devices will be confiscated until they can be removed from campus.

b.  Devices using an open flame such as candles, camping stoves, grills, fondue pots, incense and gas lanterns are not permitted in or around the residence halls. Charcoal grills are permitted on campus only in designated areas.

c.  Students responsible for false alarms, either through negligence, vandalism, or a prank will be responsible for the fine imposed by the Fire Department, a $100 College fee, applicable expenses (clean up, recharging a fire extinguisher, etc.) and subject to disciplinary action.

d.  No flammable liquids or volatile toxic materials are permitted in residence halls.

e.  When a building alarm sounds, all residents must vacate the residence hall and proceed to their designated assembly area--see Attachment A. Rooms may be inspected by Campus Safety, Residential Life and Winter Park Emergency Personnel. No one may reenter the hall until the chief fire official present has secured the building and given permission for residents to return. Once you have assembled, you may be required to remain at the Assembly area until released by Winter Park or Campus Safety officials. In conjunction with the Winter Park Fire Department and Campus Safety, scheduled fire drills will occur each semester.

f.  No student may disengage or reset any alarm enunciator panel. This is the responsibility of the chief fire officer present.

g.  No student may tamper with and/or misuse any fire safety equipment, including but not limited to, alarms, alarm covers, hoses, and extinguishers. Due to the seriousness of this offense (felony), all reported cases of misuse will be reported to the Winter Park Police and Fire Departments.

h.  Items, including furniture and lofts, may not interfere with access to room doors and windows.

i.  Flammable items such as paper, drapes or tapestries may not be used as wall and/or ceiling coverings.
j.  Halogen floor lamps are not permitted as they pose a severe fire safety risk due to the intense heat generated by the high wattage bulb.

k.  Decorations, including Holiday trees/branches, shall be of such materials that they will not continue to burn or glow after being subjected to the flame of an ordinary match or must be treated with flame retardant material. Due to fire hazard, only artificial holiday trees are permitted in the residence halls. All holiday decorations must comply with all fire safety guidelines and should not cause permanent damage to buildings, fixtures, or furnishings. All holiday decorations must be removed prior to hall closing at the end of the semester.

l.  The Florida Fire Prevention Code and State of Florida Electrical Code only permit extension cords with integrated UL approved over current protection (Surge protector) for use within the residence halls. All other types of extension cords are prohibited.

m.  In compliance with The Florida Life Safety Code 28.3.6.3 all student room doors will be self-closing. Students are prohibited from propping their room door open or disabling the door closure.

n.  Fire Drills: Fire Drills are conducted periodically in all campus residential buildings with the assistance of the Winter Park Fire Department, Campus Safety, Residential Life and Facilities Management Departments.

### 3.1.7  Designated Assembly Areas Following Evacuation

| Non-Residential Building | Designated Assembly Area |
| --- | --- |
| 120 Comstock Avenue | Across the street by the entrance to the parking garage |
| 170 W. Fairbanks | Back parking lot towards Holt Avenue (W. of Casa Iberia) |
| 422 W. Fairbanks | Parking lot located to the East of 422 W. Fairbanks |
| Alfond Boat House | South/East corner of the Green House |
| Alfond Sports Center | Walkway between Keene Music Hall and Rex Beach Hall |
| Alfond Swimming Pool | West side of pool deck |
| Alumni House | In front (North) of Beal-Maltbie Center |
| Annie Russell Theater | Alfond Sports Center West parking lot (by Chase Ave.) |
| Barker Family Stadium Cahall-Sandspur Field | East end of soccer field behind Warren Admin.Bldg. |
| Beal-Maltbie Center | Across Holt Avenue by Sandspur field on sidewalk |
| Bradley Boat House | Across Alabama Drive |
| Bush Executive Center | South of building across street in lawn of Theater |
| Bush Science Center | South/East of building in lawn of Theater |
| Carnegie Hall | Mills Lawn |
| Casa Iberia | Across Holt Ave. in Strong Hall's lawn |
| Chase Hall | By Rita's Fountain North of Cornell Campus Center |
| Child Development Center | Sidewalk next to tennis courts |
| College Arms | Grass lots West of parking lot (by garage) |
| Copeland Tennis Stadium | Sidewalk next to (South of) Fred Stone Theater |
| Cornell Campus Center | Lawn in front of Olin Library's main entrance |
| Cornell Fine Arts Center | Next to (West of) Service Station |
| Cornell Hall for the Social Sciences | South of building across the street in lawn of Theater |
| Crummer Hall | Refer to Crummer Emergency Plan |
| Facilities and Services Bldg. | Rollins Hall's South lawn |
| Faculty Club | Front (North) lawn of Mayflower Hall |
| Fred Stone Theater | Across Chase Avenue in lawn of Cornell Social Sciences |
| French House | Lawn behind (south of) Elizabeth Hall |
| Greenhouse | Parking lot for McKean Hall (South/East corner) |
| Hamilton-Holt School | N/E corner of Parking Garage on Lyman Ave. |
| Hauck Hall | Across Holt Ave. in lawn of Strong Hall |
| International House | Along fence next to tennis courts |
| Keene Music Hall | Front lawn (North) of Hooker Hall |
| Knowles Memorial Chapel | East end of Warren Admin. parking lot |
| Lawrence Center | Parking lot across New England Avenue |
| Olin Library | By Rita's Fountain next to Cornell Campus Center |
| Orlando Hall | Lawn East of the tennis courts |
| Mills Memorial Hall | Mills Lawn |
| Mowbray House | Gravel Parking Lot |
| Reeves Lodge | Sidewalk closest to Holt Avenue |
| Rice Family Bookstore | Front lawn (North) of Carnegie Hall |
| Rinker Building | Sidewalk of Park Avenue East of Hauck parking lot |
| Rosen Family Center | Sidewalk across Lyman Avenue |
| Stewart House | North lawn of Holt Hall by Fairbanks Ave. |

| | |
|---|---|
| Sullivan House | Mills Lawn |
| Theater Annex-dance studio | Across Holt Ave. in lawn of Strong Hall |
| Warden Costume Studio | Lawn north of Stewart House by Fairbanks Ave. |
| Warren Admin. Bldg. | Sidewalk next to parking lot by Bush bldg. |
| Woolson House | Northwest corner lawn of Mills Building |
| | |
| **Residential Building** | **Designated Assembly Area** |
| Corrin Hall | Southwest lawn of Strong Hall |
| Cross Hall | Across Holt Avenue on sidewalk |
| Fox Hall | Lawn between Fox Hall and Strong Hall |
| Gale/Lyman Halls | Mills Lawn |
| Holt Hall | Lawn North of Stewart House by Fairbanks Ave. |
| Hooker Hall | Across Holt Avenue on sidewalk |
| Mayflower Hall | Across Holt Avenue on sidewalk |
| McKean Hall | Circular drive outside Res. Life Offices |
| Pinehurst Cottage | Mills Lawn |
| Pugsley Hall | Across Holt Avenue on sidewalk |
| Rex Beach Hall | Across Holt Avenue on sidewalk |
| Rollins Hall | Across Holt Avenue on sidewalk |
| Strong Hall | Lawn next to French Avenue |
| Sutton Place Apts. | Southeast corner of parking lot across Ollie Avenue |
| Ward Hall | By sand volleyball court next to tennis courts |
| Elizabeth Hall | Across front entrance drive by tennis courts |

## 3.2  Hurricane

### 3.2.1  Policy Statement

Rollins College is committed to reducing risk to all students, faculty, staff, and visitors.  It is the College's intent to protect members of the campus community against avoidable and undue risks of injury or death due to hurricanes.  It is the policy of the College to notify all employees and students of the elements of this plan and to expect them to read and understand its contents.

### 3.2.2  Definitions

a.  Tropical Depression -

An organized system of clouds and thunderstorms with a defined surface circulation and maximum sustained winds* of 38 mph (33 kt**) or less

b.  Tropical Storm -

An organized system of strong thunderstorms with a defined surface circulation and maximum sustained winds of 39-73 mph (34-63 kt)

c.  Hurricane -

An intense tropical weather system of strong thunderstorms with a well-defined surface circulation and maximum sustained winds of 74 mph (64 kt) or higher.  Hurricanes are categorized according to the strength of their winds using the Saffir-Simpson Hurricane Scale. A Category 1 storm has the lowest wind speeds, while a Category 5 hurricane has the strongest. These are relative terms, because lower category storms can sometimes inflict greater damage than higher category storms, depending on where they strike and the particular hazards they bring. In fact, tropical storms can also produce significant damage and loss of life, mainly due to flooding.

d.  Hurricane Watch -

A hurricane watch indicates the possibility that you could experience hurricane conditions within 36 hours.

e.  Hurricane Warning -

A hurricane warning indicates that sustained winds of at least 74 mph are expected within 24 hours or less.

### 3.2.3 Responsibilities

- The Department of Campus Safety is responsible for notifying the campus community of this policy through the Campus Safety web site (www.rollins.edu/safety) and for reviewing this policy at least annually and maintaining and updating as necessary. The Campus Safety Department maintains written documentation regarding this policy.

- The Office of Residential Life, whenever possible, is responsible for enforcing, communicating and recommending updates for the Residence Hall Hurricane Safety Policies (attached.) Residential Life will alert students in residence halls of the issuance of a Hurricane warning and assisting them to the on-campus shelter if necessary.

- All Department Heads, Deans, Directors and Supervisors are responsible for reviewing and enforcing this policy to those they supervise. Should a department have a separate Hurricane policy document, the department head is responsible for updating it annually and sending a copy to the Safety and Emergency Planning Coordinator for inclusion into this document and/or the Emergency Operations Plan.

- All Employees and Students are responsible for familiarizing themselves with and adhering to the elements of this policy.

### 3.2.4 Hurricane Watch or Warnings

1. **Rollins Web Site and Information Hotline**

   The Rollins College Web site (emergency.rollins.edu) is the official source for information during an emergency. Depending on the damage caused by the hurricane or weather system, one or all of the following communication tools may be used: Web updates, broadcast e-mail and phone messages, *Rollins Information Hotline* updates, television screen messages, informational flyers posted on campus and media advisories. Phone updates will be made on (407) 646-2000, which is accessible to general callers to the campus. This number becomes the *Rollins Information Hotline* in an emergency. Students, faculty, staff and parents may receive recorded updates by calling the main number (if there are separate messages, callers will be prompted accordingly). If the Incident Command Post is set up in 422 W. Fairbanks, we have the option of keeping the hotline with "informational messages" or having the phone answered by a live operator.

2. **Weather Alert Radios**

   Several offices on campus have weather alert radios which will activate in the event of a hurricane watch or warning. Residential Life has been issued weather alert radios by the Department of Campus Safety office for use in each campus residential facility. If you reside on campus, you are encouraged to purchase a weather radio for your room and to keep it on at all times. These radios are especially helpful when you are sleeping and may not hear other forms of notification. Additionally, the Security office monitors the weather alert radio 24 hours per day, 7 days per week.

3. **Rollins Alert System**

Rollins College Emergency Notification System

This system provides high speed notification of any and all hazards on multiple communication infrastructures simultaneously utilizing secure, reliable, mobile, interactive technologies.

The system allows approved staff to generate communications and transmit them via multiple systems such as cell phone (recorded phone call and text messages), home phone, voicemail, and e-mail. The messages can be sent campus-wide in a matter of minutes or can be specifically targeted to a group of people based on their need to know about the information.

4. **Rollins Broadcast E-Mail and Voicemail Messages**

Authorized personnel may elect to issue emergency notification information via broadcast e-mail and broadcast voicemails to Rollins e-mail accounts and Rollins phone lines.

5. **Door-to-Door Contact**

Normally used in the Residence Halls, Rollins officials may elect to supplement emergency notifications by going door-to-door to issue information and ensure that all persons physically occupying a building have been notified.

6. **Posting of Flyers/Notices in key locations**

College personnel may elect to supplement emergency notifications by posting notices or flyers at key locations throughout campus. This may be used to target visitors to campus who may not receive others forms of communication.

7. **Local Media Outlets**

The Office of Marketing & Communications will supply pertinent emergency notification messages to local media outlets—specifically WDBO Radio (AM 580) and Orange Television. During emergency situations, College community members are encouraged to tune to these public media outlets to receive updated information as well.

**3.3 Infectious Disease/Pandemic**

It should be noted that this plan, while written for a "worst-case" of avian pandemic, may also be applied to other infectious diseases. These diseases, while not pandemic in scope, can be sufficient to activate the Emergency Operations Plan. They have the capacity to disrupt college operations and cause significant loss of resources.

This plan or policy is written with the worst case in mind, but recognizes the appropriate response is incident-specific in the level of response.

### 3.3.1  General Information

Avian influenza is a viral disease transmitted by birds usually through feces or saliva. It is not usually passed on to humans, although it has been contracted by people who have handled infected birds or touched surfaces contaminated by the birds. In fact, avian (or H5N1) flu normally infects only birds and pigs.

There are many different types of viruses and of these viruses, there are 15 subtypes. These form various combinations that are constantly changing. Our bodies develop immunity to these viruses and when we receive our annual flu shot, this boosts our immunity. But when a virus such as H5N1 comes along, it may merge with a flu that a human body already has and develop (or mutate) into a whole other subtype for which our body has not built immunity. This, then, is what has prompted the concerns of the public health community.

The H5N1 virus is particularly contagious among birds and some strains are resistant to antiviral drugs. It has developed into an outbreak in domestic birds in many Asian countries. Among the humans who have been diagnosed with the disease, the mortality rate is almost fifty percent.

The first sign of this flu is sudden, unexplained fever. What follows is slightly different for each person: For some, it's body aches, cough and runny nose. For others, it's diarrhea and vomiting. Several days after the first symptoms, respiratory problems will develop.

### 3.3.2  Procedures

Actions of College personnel will be dictated by the confirmation of the main trigger in an avian flu pandemic—human-to-human transmission. **For the purposes of this document, "human-to-human transmission" means the common, efficient, and sustained transmission of the avian flu virus from one human to another.**

The Rollins Pandemic Preparedness Plan to follow is divided into the following action levels:

- Baseline Activities:  Pre-event planning to any human-to-human transmission.
- Level 1:  Confirmed case of any human-to-human transmission of avian flu anywhere in the world.
- Level 2:  Confirmed case of any human-to-human transmission of avian flu anywhere in the United States.

### 3.3.3  Critical Departments and Groups

The following departments/groups have been deemed critical, in that the functions of these departments cannot be temporarily suspended in the event of an avian flu pandemic:

- Academic Divisions and Departments
- Athletics
- Bookstore
- Campus Safety
- Counseling and Psychological Services
- Crummer School
- Dining Services
- Rollins Health Center
- Facilities Management
- Finance
- Hamilton Holt School
- Human Resources/Risk Management
- Information Technology
- International Programs
- Post Office
- President's Staff
- Print Shop
- Public Relations
- Purchasing
- Receiving
- Residential Life
- Scheduling and Event Services

### 3.3.4  Critical Department/Group Responsibilities

All departments and groups deemed "critical College departments" (e.g. departments/groups whose functions cannot be suspended temporarily in the event of an avian flu pandemic) should be annually reviewing their avian flu preparedness plans and updating them accordingly.  These plans should include current information which:

- Plans for disruptions of up to 12 weeks at a time over an 18 month period.
- Defines "critical functions" within each critical department/group.
- Identifies individuals who are capable of performing these critical functions.
- Accounts for the possibility of a 40% to 50% reduction in the College workforce.

**NOTE**: **The guidelines contained in sub-section 3.3.5 should also be followed when planning for pandemic influenza.**

### 3.3.5 Pandemic Influenza Community Mitigation Interim Planning Guide for Colleges and Universities

*Purpose*

This Interim Planning Guide for Colleges is provided as a supplement to the *Interim Pre-Pandemic Planning Guidance: Community Strategy for Pandemic Influenza Mitigation in the United States—Early, Targeted, Layered Use of Nonpharmaceutical Interventions.* The guide is intended to assist in pre-pandemic planning. Individuals and families, employers, schools, and other organizations will be asked to take certain steps (described below) to help limit the spread of a pandemic, mitigate disease and death, lessen the impact on the economy, and maintain societal functioning. This guidance is based upon the best available current data and will be updated as new information becomes available. During the planning process, Federal, State, local, tribal, and territorial officials should review the laws, regulations, and policies that relate to these recommendations, and they should include stakeholders in the planning process and resolution of issues.

Colleges and universities will be essential partners in protecting the public's health and safety when an influenza pandemic occurs. This *Pandemic Influenza Community Mitigation Interim Planning Guide for Colleges and Universities* provides guidance to post-secondary institutions, describing how they should prepare for an influenza pandemic. At the onset of an influenza pandemic, public health officials will determine the severity of the pandemic and recommend actions to protect the community's health. People who become severely ill may need to be cared for in a hospital. However, most people with influenza will be safely cared for at home.

Community mitigation recommendations will be based on the severity of the pandemic and may include the following:

- Asking ill people to voluntarily remain at home and not go to work or out in the community for about 7–10 days or until they are well and can no longer spread the infection to others (ill individuals will be treated with influenza antiviral medications, as appropriate, if these medications are effective and available).

- Asking members of households with a person who is ill to voluntarily remain at home for about 7 days (household members may be provided with antiviral medications, if these medications are effective and sufficient in quantity and feasible mechanisms for their distribution have been developed).

- Dismissing students from schools (including public and private schools as well as colleges and universities) and school-based activities and closure of childcare programs for up to 12 weeks, coupled with protecting children and teenagers through social distancing in the community to include reductions of out-of-school social contacts and community mixing. Childcare programs discussed in this guidance include centers or facilities that provide care to any number of children in a nonresidential setting, large family childcare homes that provide care for seven or more children in the home of the provider and small family childcare homes that provide care to six or fewer children in the home of the provider.

- Recommending social distancing of adults in the community, which may include cancellation of large public gatherings; changing workplace environments and schedules to decrease social density and preserve a healthy workplace to the greatest extent possible without disrupting essential services; and ensuring work-leave policies to align incentives and facilitate adherence with the measures outlined above.

Recommendations for cancelling college and university classes will depend upon the severity of the pandemic. The current three-tiered planning approach includes 1) no dismissals in a Category 1 pandemic, 2) short-term (up to 4 weeks) dismissal from classes in a Category 2 or Category 3 pandemic, and 3) prolonged (up to 12 weeks) dismissal from classes in a severe influenza pandemic (Category 4 or Category 5).

Dismissing students for up to 12 weeks will have educational implications. Planning now for a prolonged period of student dismissal will help colleges and universities plan for alternate ways to provide continued instruction and services for students and staff. Even if students are dismissed from classes, the college/university facility may remain open during a pandemic and may continue to provide services to students who must remain on campus and provide lessons and other services to off-campus students via Internet or other technologies. Some students, particularly international students, may not be able to rapidly relocate during a pandemic and may need to remain on campus for some period. They would continue to need essential services from the college/university during that time.

Continued instruction is not only important for maintaining learning but also serves as a strategy to reduce boredom and engage students in a constructive activity while group classes are cancelled. Planning now for a severe pandemic will help assure that your college or university is prepared to implement these community recommendations. These preparedness efforts will be beneficial to your school, staff, students, and the community, regardless of the severity of the pandemic. Be prepared to activate the university's crisis management plan for pandemic influenza, which links the university's incident command system with the local and/or State health department/emergency management system's incident command system(s).

The *Pandemic Flu Planning Checklist for Colleges and Universities* describes approaches to school planning for a pandemic and can be found at the following two web sites:

- www.pandemicflu.gov/plan/school/index.html
- www.ed.gov/admins/lead/safety/emergencyplan/pandemic/planning-guide/index.html

Recommendations for implementation of pandemic mitigation strategies are available at www.pandemicflu.gov and reliable, accurate, and timely information on the status and severity of a pandemic will also be posted on this site. Additional information is available from the Centers for Disease Control and Prevention (CDC) Hotline: 1(800)CDC-INFO/(1 (800)232-4636). This line is available in English and Spanish, 24 hours a day, 7 days a week. TTY: 1(888)232-6348. Questions can be e-mailed to cdcinfo@cdc.gov.

### *Recommendations for Planning*

1. Plan for ill individuals to remain at home

- Develop a plan for faculty and staff absences due to personal illness. Plan for alternative staffing.
  - o Identify critical job functions and plan for alternate coverage of those functions during a pandemic.
  - o Review and analyze Federal and State employment laws that identify employer obligations and options for personnel.
- Establish and clearly communicate policies on sick leave and employee compensation.
- Encourage ill persons to stay home during a pandemic and establish return-to-work policies after illness.
- Establish policies for sick-leave absences unique to a pandemic (e.g., liberal/unscheduled leave).

- Develop policies on observation for illness and what to do when a student or staff member becomes ill at the college.
- Advise employees to look for information on taking care of ill people at home. Such information will be posted on www.pandemicflu.gov.

2. Plan for all household members of a person who is ill to voluntarily remain at home

- Develop a plan for faculty and staff absences related to family member illness. Plan for alternate staffing.
  o Identify critical job functions and plan now for coverage of those functions.
  o Establish policies for alternate or flexible worksite (e.g., videoconferencing and teleworking) and flexible work hours.
  o Review Federal and State employment laws that identify your employer obligations and options for employees.
- Establish and clearly communicate policies on family leave and employee compensation.
- Establish policies for sick-leave absences unique to a pandemic (e.g., liberal/unscheduled leave).
- Establish policies for employees who have to stay home because someone in their household is ill with pandemic influenza.
- Be familiar with Federal and State laws regarding leave of workers who need to care for an ill family member or voluntarily remain at home.
- Advise employees to look for information on taking care of ill people at home. Such information will be posted on www.pandemicflu.gov.

3. Plan for dismissal of students and childcare closure for employees

- Identify and plan for employees and staff who may have to stay home if schools and childcare programs dismiss students/children during a severe pandemic.
- Plan for alternate staffing based on your assessment.
  o Identify critical job functions and plan for coverage of those functions in case of prolonged absenteeism during a pandemic.
  o Establish flexible work policies for employees, such as flexible work hours and schedules (e.g., staggered shifts) to accommodate childcare needs.
- Encourage your employees who have children to make their own plans to care for children if officials recommend dismissal of students from schools and closure of childcare programs. Advise that employees plan for an extended period (up to 12 weeks) in case the pandemic is severe. Instruct employees not to bring their children to the workplace if childcare cannot be arranged.
- In a severe pandemic, parents will be advised to protect their children by reducing out-of-school social contacts and mixing with other children. Although limiting all outside contact may not be feasible, families may be able to develop support systems with co-workers, friends, families, or neighbors, if they continue to need childcare. For example, they could prepare a plan in which two to three families work together to supervise and provide care for a small group of infants and young children while their parents are at work (studies suggest that childcare group size of less than six children may be associated with fewer respiratory infections).2
- Determine if schools must, may, or cannot compensate, continue benefits to and extend leave to employees who are not working during the pandemic. Inform employees of the decision.
- Coordinate with State and local government and faith-based and community-based organizations to provide any needed assistance to staff that are not able to work for a prolonged period (including matching available workers with local businesses, government agencies, or non-profit organizations needing extra workers).

4.  Plan for dismissal of students

- Inform students about plans and procedures for providing and completing course work.
- Provide guidance to students and faculty on continuing student instruction. Such guidance may include
  o Assessing the possibility of altering course-work requirements.
- Providing ongoing assignments by regular mail, e-mail, Internet links, telephone, teleconferencing, or calling into a recorded message at the university
- Gathering information in advance that would identify students' mailing addresses, telephone/cell numbers, and e-mail addresses
  o Encouraging faculty who teach the same subject to share in the development of distance-learning instructional materials for their students.
  o Providing information on accessing healthcare staff (e.g. nurses, nurse practitioners, physicians, physician assistants, counselors, and psychologists) who could be recommended as consultation resources for students with physical and mental/emotional healthcare needs.
  o Develop a plan for accommodating students, especially international students, who remain on campus during an influenza pandemic.
- Review and implement guidance from the Occupational Safety and Health Administration (OSHA) on appropriate work practices and precautions to protect employees from occupational exposure to influenza virus during a pandemic. Risks of occupational exposure to influenza virus depends in part on whether or not jobs require close proximity to people who may be infectious with the pandemic influenza virus or whether employees are required to have either repeated or extended contact with the public. OSHA will post and periodically update such guidance on www.pandemicflu.gov.

5. Plan for workplace and community social distancing measures

- Learn about social distancing methods that may be used during a pandemic to limit person-to-person contact during a pandemic and reduce the spread of disease (e.g., reducing hand-shaking, limiting face-to-face meetings and shared workstations, work from home policies, staggered shifts).
- Use social distancing measures to minimize close contact at your college/university. Determine how your facility could be rearranged to allow more distance between people during a pandemic.
- Develop plans for alternatives to mass gatherings. Examples could range, for example, from video messages on the Internet to e-mailed messages, mailed newsletters, pre-recorded messages on a designated call-in phone number.
- Encourage good hygiene at the workplace. Provide faculty, staff, and students with information about the importance of hand hygiene (information can be found at www.cdc.gov/cleanhands/) as well as convenient access to soap and water and alcohol-based hand gel in your facility. Educate faculty, staff, and students about covering their cough to prevent the spread of germs (see www.cdc.gov/flu/protect/covercough.htm).

6. Communicate with faculty, staff, students, and parents/families

- Provide faculty, staff, and parents with information on the college/university's pandemic preparedness plan in advance of a pandemic. This communication should include
  o Identifying expected roles/actions for faculty, staff, students, and other stakeholders during implementation

- o Assuring that essential central office functions, including payroll, and communications with staff, students and families will continue
- o Identifying how the college/university's physical facilities may be used for other purposes during a pandemic
- Develop a plan to inform parents/families that students may be dismissed during a Category 4-5 pandemic.
  - o Encourage them to plan for that contingency, including plans for relocating students to home or elsewhere
  - o Inform them of school procedures and policies regarding tuition, fees, and contractual obligations
- Provide systematic emergency communications to faculty, staff, and students (both on and off campus) during the pandemic by using multiple methods (e.g., a telephone calling tree, an e-mail alert, or call-in voice recording) to communicate pandemic status in the community and status of classes and other college activities.
- Be prepared to provide parents/families with information discussing
  - o How dismissal of students will be announced
  - o Why students will be dismissed from classes and the importance of keeping students from congregating with others in the community
  - o How alternate instruction will be provided
- Be prepared to provide students who soon will be leaving for home with information discussing
  - o Why students are being dismissed from classes and the importance of keeping students from congregating with other students in the community.  Students should understand
    - Differences between seasonal and pandemic influenza
    - How influenza is spread
    - What individuals can do help prevent the spread of influenza
- Remind students who live in residence halls to take their books and other personal items with them on the last day of classes, if indicated.
- Provide information to college faculty, staff, and parents/families on what they can do to prepare their families for the pandemic.  Resources are available at the following web sites:

  - www.pandemicflu.gov/plan/individual/checklist.html
  - www.ready.gov/america/index.html

- Recommend that faculty, staff, students and their families seek further information about the pandemic through resources, including key Federal, State, and local public health that provide regular updates on the status of the pandemic.  For reliable, accurate, and timely information about pandemic flu, see www.pandemicflu.gov.

7. Help your community

- Coordinate your pandemic plans and actions with local health planning.
- Find volunteers in your college/university who want to help people in need, such as elderly neighbors, single parents of small children, or people without the resources to get the medical or other help they will need.
- Think of ways your institution can reach out to others in your community to help them plan for a pandemic.
- Participate in community-wide exercises to enhance pandemic preparedness.

8. Recovery

- Establish with State and local planning teams the criteria and procedures for resuming school activities.
- Develop communication for advising employees and students and families of the resumption of school programs and activities.
- Develop the procedures, activities, and services needed to restore the learning environment.

*References:*

1. American Academy of Pediatrics.  Children in Out-of-Home Child Care: Classification of Care Service.  In: Pickering LK, ed. Red Book: 2003 Report of the Committee on Infectious Diseases.  26th ed. Elk Grove Village, IL: American Academy of Pediatrics; 2003:124.

2. Bradley RH. Child care and common communicable illnesses in children aged 37 to 54 months. Arch Pediatr Adolesc Med. 2003 Feb;157(2):196-200.

**3.4   Hazardous Chemical Spill or Release**

### 3.4.1  Policy Statement

Response to a hazardous chemical spill or release varies greatly depending upon your position at the College, level of knowledge of the hazardous chemical, and level of training in cleaning or remediating hazardous chemical spills.  Therefore, procedures listed in this policy are categorized depending upon the above criteria of the particular responder.

**NOTE:**  The College currently does not use radioisotopes, therefore, plans for radioactive spills have been deemed unnecessary at this time.

### 3.4.2  General Procedures

- Report any spill immediately to Winter Park Fire Department via 9-1-1 and to Campus Safety at extension 2999.
- When reporting the spill, inform the 9-1-1 operator or Security dispatcher of the location of the release or spill, type of hazard (e.g. flammable, explosive, toxic if known) and the name and quantity of the material released or spilled.  Inform them of any known injured, sick, or contaminated persons.
- If a building emergency exists, activate the building fire alarm by pulling a pull station at one of the building exits.
- Use caution in the area.  Move away from the spill and help keep others away.  Do not walk into or touch any of the spilled substance.  Try not to inhale gasses, fumes, vapors or smoke.  Evacuate the building if necessary.
- Those who may be contaminated by the spill or release should avoid contact with others, remain in the vicinity, and give their names to Campus Safety or Fire Department/Police personnel.  As necessary, first aid and/or clean-up by trained, specialized authorities should begin at once.

### 3.4.3  Procedures for First Responders

- **Security Officers**
  - Approach cautiously from upwind.  Do not enter a building or area unless you are certain it is safe to do so.  Resist the urge to rush in; others cannot be helped until the situation has been fully assessed.
  - Secure the scene.  Without entering the immediate hazard area, isolate the area and ensure the safety of people and the environment, keep people away from the scene and outside the safety perimeter.
  - Ensure that Winter Park Fire Department has been notified via 9-1-1.
  - Assist the Fire Department as necessary if safe to do so.
  - Do not walk into or touch spilled material.  Avoid inhalation of fumes, smoke and vapors—even if no dangerous materials are known to be involved.  Do not assume that gasses or vapors are harmless because of lack of a smell—odorless gasses and vapors may be harmful.  Avoid handling empty containers because they may still present hazards until they are cleaned and purged of all residues.
  - Ensure that the Safety and Emergency Planning Coordinator has been informed of the situation.

- **Safety and Emergency Planning Coordinator**
  - Generally, in a hazardous chemical spill or release situation that is beyond a simple clean-up by trained campus personnel the Winter Park Fire Department (WPFD) is called to the scene by Security or the person reporting the spill.  Once on the scene, WPFD haz-mat personnel will perform "first response—operations level" duties which may include recognition, notification of individuals

or teams with offensive skills and equipment, containment of certain situations, minimizing harm to citizenry by evacuation, waterfog or protection in place.

- For more specific response protocols from WPFD see: http://www.wpfd.org/pages/sogs/500%20HazMat%20General/SOG%20500.01%20Hazardous%20Materials%20Response%20.pdf.
- Should additional response or clean-up/removal/disposal be required, the Campus Safety department may call a 24-hour haz-mat response company which can perform these specialized functions (See Section 3.4.7).

- **Lab Managers (Chemistry and Biology Departments)**
  - o Unless you are absolutely sure that the spill or release involves a type or quantity of a chemical or substance which does not pose an immediate health risk and does not involve chemical contamination to the body, leave the area immediately and follow the guidelines outlined above in the "General Procedures" section of this policy (above.)
  - o If you are sure that the spill or release involves a type or quantity of a chemical or substance which does not pose an immediate health risk and does not involve chemical contamination to the body:

    1. Notify others in the lab/area of the accident
    2. Isolate the area, closing doors and evacuating the immediate area if necessary
    3. Remove ignition sources and unplug nearby electrical equipment
    4. Establish exhaust ventilation, if possible, by turning on fume hoods
    5. Locate the spill kit
    6. Choose appropriate personal protective equipment (goggles, face shield, impervious gloves, lab coat, apron, etc.) **Note:** All lab personnel MUST be properly fit tested before using a respirator. Contact EH&S at Ext. 2244 for more information
    7. Confine and contain spill by covering or surrounding with appropriate absorbent material
    8. Neutralize acid and base spills prior to cleanup
    9. Sweep solid material into a plastic dust pan and place in a sealed 5 gallon container
    10. Wet mop spill area. Be sure to decontaminate broom, dustpan, etc.
    11. Put all contaminated items (gloves, clothing, etc.) into a sealed 5 gallon container or plastic bag
    12. Call EH&S for a special pickup.

### 3.4.4  Specific Clean-up / Decontamination Procedures

a. **Common Acids and Bases such as Hydrochloric Acid, Sulfuric Acid, Sodium Hydroxide and Potassium Hydroxide:**

- Common Acid Spills (Hydrochloric Acid, Sulfuric Acid)
  - o If spilled/splashed on a person:
    - Pour sodium bicarbonate solution over someone who had acid spilled on them, not for floor/counter spills.
  - o If spilled on a surface (counter/floor, etc):
    - Sodium carbonate or calcium hydroxide is recommended for neutralizing an actual acid spill. Sand and vermiculite come in handy to control the flow around the spill.
- Common Base Spills (Sodium Hydroxide, Potassium Hydroxide)
  - o Neutralize base spills with Citric Acid

b.  **Alkali Metals (lithium, sodium, magnesium, potassium):**

- Cover with contents from a Class "D" fire extinguisher
- Avoid contact with water

c.  **White or Yellow Phosphorus:**

- Blanket with wet sand or wet absorbent

d.  **Bromine:**

- Neutralize spill with a 5% solution of sodium thiosulfate
- Absorb with inert absorbent material

e.  **Mercury:**

- Use aspirator bulb or suction device to collect mercury beads (Do not use a vacuum cleaner)
- Mop up mercury with mercury decontaminating powder
- Label waste with a Hazardous Chemical Waste Tag and call EH&S for a special pickup

f.  **Hydrofluoric Acid:**

- Neutralize with soda ash or lime (or absorb spill with special HF spill pillow)
- Absorb with inert absorbent material

HF SKIN CONTACT:

**NOTE:  Emergency Showers are only located on the Third floor of Bush. Persons on the second or first floors should use sinks in the floor restrooms closest to the area they are in.**

- Immediately flush with copious amounts of water under an emergency shower
- Remove all clothing while under the shower
- Flush skin for 5 minutes
- Apply calcium gluconate gel (2.5%) while wearing clean impervious gloves. (If calcium gluconate gel is not available continue to flush skin until medical personnel arrive)
- Get medical attention immediately

HF EYE CONTACT:

- Immediately flush eyes with water under an eyewash or with bottle s of eyewash solution for 15 minutes
- Get medical attention immediately

HF INHALATION:

- Remove victim to fresh air
- Get medical attention immediately

- Inform medical personnel that injury involves hydrofluoric acid and give them a copy of the material safety data sheet

## Laboratory Spill Clean-Up Kits

Every laboratory that uses chemicals must have access to a spill control kit. The keys to an effective spill kit are location and content. Spill kits should be strategically located around work areas in fixed locations so they will be easily accessible. Although most spill kit contents are common items that may be found throughout the lab, they must be consolidated into a kit for emergency use.

Spill kits can be purchased through most supply vendors that sell chemicals or safety supplies. The following is a list of recommended items to be contained in a chemical spill kit. However, it is important that spill kits be tailored to meet the specific spill control needs of each laboratory. Spill kits should be checked periodically, and restored after each use.

## Absorbents/Neutralizers

1. Universal spill absorbent - 1:1:1 mixture of Flor-Dri (or unscented kitty litter), sodium bicarbonate, and sand. This all-purpose absorbent is good for most chemical spill including solvents, acids (not good for hydrofluoric acid), and bases.
2. Acid spill neutralizer - sodium bicarbonate, sodium carbonate, or calcium carbonate.
3. Alkali (base) neutralizer - sodium bisulfate, Citric Acid (A 2.5 kg bottle is enough to neutralize the entire contents of almost any bottle of base)
4. Solvents/organic liquid absorbent - inert absorbents such as vermiculite, clay, sand, Flor-Dri, and Oil-Dri.
5. Bromine neutralizer - 5% solution of sodium thiosulfate and inert absorbent.
6. Hydrofluoric acid - HF compatible spill pillow or neutralize with lime and transfer to a polyethylene container.

## Personal Protective Equipment (PPE)

1. Goggles and face shield
2. Heavy neoprene gloves
3. Disposable lab coat and corrosives apron
4. Plastic vinyl booties
5. Dust mask/respirator (All lab personnel must be properly fit tested before using a respirator and various respirator filters should be available for specific hazards. The user must ensure that the correct filter is placed on the respirator to protect against the hazard present.)

## Clean-Up Material

1. Plastic dust pan and scoop
2. Plastic bags (30 Gallon, 3 mil thickness) for contaminated PPE
3. One plastic bucket (5 gallon polyethylene) with lid for spill and absorbent residues

## Other

1. Hydrofluoric acid antidote gel - calcium gluconate

2. Mercury spill kit - aspirator bulb and mercury decontaminating powder
3. Alkali metals - dry sand or a Class "D" fire extinguisher
4. Acid chlorides - Oil Dri, Zorb-All, or dry sand

### 3.4.5  Hazardous Spill or Release Contact Information

| | |
|---|---|
| Emergency Response: | Winter Park Fire Department – Dial 911 |
| | Campus Safety |
| | (407) 646-2999 |
| | |
| Incident Notification: | Safety and Emergency Planning Coordinator |
| | Greg Fisher |
| | (407) 646-2244 office |
| | |
| | Florida State Warning Point |
| | 1 (800) 320-0519 |
| | |
| | EPA National Response Center |
| | 1 (800) 424-8802 |
| | |
| Clean-Up Response: | Eagle-SWS First Response |
| | 1 (800) 852-8878 (24 hours) |

## 3. 5   Critical Utilities Failure

### 3.5.1   General Information

Several types of utilities and various factors can come into play when planning for and addressing a major utility failure on campus.  The College has plans in place to minimize disruption and business interruption from these types of emergencies.

- The types of utilities this plan covers are:
    - Power Failure/Electrical Outage
    - Gas Leak
    - Water Outage/Boil Order
    - Flooding,  Plumbing, or Sewer Failure
    - Communications Failure
        - Telephone/Cell Phone
        - Computer (Internet/Network/E-Mail)
    - Elevator Failure

- Factors which must be considered during planning and response include:
    - When the outage occurs
        - Day vs. night
        - Weekday vs. weekend
        - School in session vs. break period
        - College open vs. College closed (e.g. during an emergency)
    - What area of campus is affected
        - Occupied residential building vs. academic/support building
        - Critical function area
            - Food service
            - Health service
- What specifically is being disrupted
    - Life safety systems
        - Fire alarm systems
        - Sprinkler/fire suppression systems
        - Emergency lighting
        - Evacuation signage
    - Research/experiment equipment
    - Elevator(s)
    - Critical Communications
        - Emergency notification system
        - Telephone system
            - Blue-light/emergency phones
            - Security switchboard
            - Office phones
    - Radio systems
        - Security
        - Facilities Management
    - Security systems
        - IntelliKey
        - R-Card readers

- Security alarm systems
- Security camera systems
  o Other Factors
  - Simultaneous emergency situation occurring
  - Availability of outside assistance

### 3.5.2  Procedures

a. Power Failure/Electrical Outage

Power failures or outages periodically impact the College for a variety of reasons.  These disruptions can be localized to a building, involve a group of buildings, or be campus-wide in nature.  The Facilities Management department has procedures in place to deal with whatever type of outage is affecting the College.
1. Large scale electrical outages will require Winter Park Electric notification. Winter Park Electric is responsible to restore power to our high voltage feeds.
2. If the outage is located on the owner side of the feeds Facilities will coordinate repair and provide updates as required.
3. Structures equipped with generators will have an automatic response to the outage and will provide emergency power to selected building systems. It should be noted that many systems such as HVAC, elevators, most lighting circuits will not operate. Those systems with battery back-up such as fire panels, electronic entry controls, emergency egress lights and computers will operate only as long as their batteries last.

b. Gas Leak

1. Contact TECO for emergency repair.
2. Campus Safety to evacuate building if gas is detected inside structure.
3. Campus Safety to control access to structure to prevent reentry to everyone except repair personnel.
4. If the leak is located outside, Campus Safety should insure that the leak area is evacuated and entry to the leak area controlled.

c. Water Outage/Boil Order

1. Contact Winter Park utilities for repair and status of repairs if the leak is located on a Winter Park line.
2. If the leak is located on the owner side of the lines Facilities will coordinate repair and provide updates as required.

d. Flooding, Plumbing, or Sewer Failure

1. Contact Winter Park utilities for repair and status of repairs if the leak is located on a Winter Park line.
2. If the leak is located on the owner side of the lines Facilities will coordinate repair and provide updates as required.

e. Communications Failure

- Telephone/Cell Phone
  1. Emergency Situation with phone systems working:
     a. Setup safe location for students, faculty, staff, and install emergency lines to that area.
     b. Telecom staff deploys to Main Switch in Crummer to manage the telephone system.
  2. In the event the phone system went down, Campus Safety is deployed with Facilities radios to be given to all persons listed in section 5.6 of this plan.

- Computer (Internet/Network/E-Mail)
  o See Information Technology Emergency Plan in section 5 of the Emergency Operations Plan.

f. Elevator Failure

1. For entrapment situations Winter Park Fire should be notified.
2. For non-entrapment situations Facilities should be notified.
3. Repair of elevators is contracted to a vendor through facilities. Status of elevators should be obtained from Facilities.

### 3.6.1  <u>Policy Statement</u>

The purpose of the Rollins College Bomb Threat Procedure is to formalize a plan that provides structure and guidance for the response to a bomb threat situation on, or in the immediate vicinity of campus. Bomb threats are made either to disrupt the normal daily operations or cause extensive damage to the target and therefore demand an immediate, coordinated response.

### 3.6.2  <u>Definition of a Bomb Threat Situation</u>

A bomb threat is defined as the communication through the use of mail, telephone, telegram, or other instrument of commerce; the willful making of any threat; or the malicious conveyance of false information knowing the same to be false which concerns an attempt being made, or to be made; to kill, injure, intimidate any individual; or unlawfully to damage or destroy any building, vehicle, or other real or personal property by means of an explosive.

### 3.6.3  <u>Procedures</u>

<u>General Information</u>:

A bomb threat may come to the attention of the receiver in various ways. It is important to compile as much information as possible. Please DO NOT attempt to notify or evacuate an entire building as this could consume valuable time that would be better used to gather important information. Please keep in mind that the vast majority of bomb threats are false and are primarily intended to elicit a response from the building occupants. In the case of a written threat, it is vital that the document be handled by as few people as possible as this is evidence that should be turned over to the Campus Safety Department. If the threat should come via e-mail, make sure to save the information on your computer. Most bomb threats are transmitted over the telephone; thus, the following instructions will be provided with that assumption.

<u>Immediate Action</u>:

Remain calm and immediately refer to the attached bomb threat checklist. If applicable, pay attention to your telephone display and record the information         shown in the display window. The objective is to keep the caller on the line as long as possible to attempt to gather as much information as possible.

Try not to anger the caller at any time. While engaging the caller, pay attention to any background noise and distinctive sounds (machinery, traffic, other voices, music, television, etc.).

- Note any characteristics of the caller's voice (gender, age, education, accent, etc.)
- Attempt to obtain information on the location of a device (building, floor, room, etc.)
- Attempt to obtain information on the time of detonation and type of detonator
- Immediately after the caller has ended the call, notify the Campus Safety Department at (407) 646-2999 or ext. 2999. If possible call Campus Safety using a different phone while keeping the caller on the line.
- If the threat was left on your voice mail, do not erase it. Notify the immediate supervisor within your work area.
- If an evacuation occurs all persons outside of the building should keep away from windows and other glass areas.

<u>Decision</u>

The decision to evacuate a College owned building should be made after a thorough evaluation of the information available, including but not limited to:

- the nature of the threat
- the specificity of location and time of detonation
- the circumstances related to the threat (e.g. political climate, series of events leading to the threat, etc.)
- the discovery of a device or unusual package, luggage, etc

The Director of Campus Safety may make a decision to evacuate a building without consultation if circumstances warrant such an evacuation. In the vast majority of cases, various departments throughout the College community will be notified and brought into the decision making process. The Department of Campus Safety will notify the appropriate Winter Park emergency response groups who will organize a search team and direct the search. Other emergency units will be alerted to the threat and asked to stand by for further instructions. Persons leaving the building should report to a specified location for further instructions.

### 3.6.4  **Subsequent Procedures and Information**

Faculty, staff and students can be of assistance to Campus Safety in several ways. In many cases, faculty and staff members will be more familiar with their work area than the security officers that are responding. As the search is conducted, faculty and staff may be asked to identify boxes or objects in their work area. The importance of good housekeeping will be very apparent at this time. Throughout the year, it is important to keep areas free of unnecessary debris.

If a device, package, bag, etc. is discovered, the Campus Safety Department will notify Winter Park emergency services for assistance. The decision to resume normal activities in the building will be made jointly by the EOPT and/or other appropriate individuals in the College administration after police and fire personnel have deemed the affected area clear. The Campus Safety Department and police will interview the person who received the threat.

### 3.6.5  Telephone Bomb Threat Checklist

Telephone Number of Caller (check caller-ID) _____

KEEP CALM: Do not get excited or excite others.

TIME:        Call received   _____am/pm        Terminated _____am/pm

EXACT WORDS OF CALLER:

_____
_____
_____
_____
_____

DELAY: ASK CALLER TO REPEAT.

Questions you should ask:

A. At what time is the bomb set to explode? _____

B. Where is it located?
Building _____   Floor_____ Room _____

C. What kind of bomb?
_____

D. Description?
_____

E. Why are you doing this?
_____

Voice Description:
____ Male        ___ Calm        ___ Young      ___ Educated          ___ Accent
____ Female      ___ Nervous     ___ Old        ___ Middle Aged

Other Descriptors: _____

Speech Impediment ___No ___Yes,  Describe _____

Unusual phrases or items that were repeated

_____

Do you recognize the voice? If so, who do you think it was?

_____

Background Noises:
___ Music              ___ Running Motor (Type) _____
___ Traffic            ___ Whistles        ___ Bells
___ Horns              ___ Aircraft        ___ Tape Recorder

___ Machinery

___ Other _____

Additional Information:

Did caller indicate knowledge of the campus? If so, how and in what way?

_____

_____

On what line did the call come in?

_____

Is number listed? Yes ___ No ___      Private Number? Yes ___ No ___

Whose? _____

Name (print) _____

□ Faculty  □ Staff  □ Student  □ Other

Signature_____ Date_____

## 3.7   Violent, Criminal, or Disruptive Behavior

Issues of violent and criminal behavior are timely and complex. The dimensions of this policy include policies for active shooters, demonstrations and rallies and weapons on campus.

### 3.7.1 <u>Active Shooter</u>

- Policy Statement

The purpose of the Rollins College Active Shooter Policy and Procedure is to formalize a plan that provides structure and guidance for the response to an active shooter situation on, or in the immediate vicinity of campus. Active shooter situations are dynamic and evolve rapidly, demanding immediate response by the community and immediate deployment of law enforcement resources to stop the shooting and prevent harm to the community.

- Definition of an Active Shooter Situation

An active shooter is an armed person who either immediately intends to, or has used deadly physical force against other people. The active shooter has very little concern for their own safety or threat of capture. In most cases, there is a defined list of intended victims the shooter is looking for. However, other people in the vicinity may become targets of opportunity. Typically, the active shooter will continue to seek out and use deadly force until confronted and stopped by law enforcement, suicide or other intervention.

- Immediate Emergency Procedures Concerning an Active Shooter Situation

The immediate response for an active shooter is to <u>shelter in place</u> and <u>secure the immediate area.</u>

- <u>Victims should</u>:
  1. Lock and/or barricade the door
  2. Turn off lights
  3. Turn off radios, computer monitors, speakers, audible tones from cell phones, etc.
  4. Keep occupants in the immediate area calm, quiet and out of sight
  5. Take adequate cover behind desks, filing cabinets, etc.
  6. Place signs in exterior windows to identify groups of people still inside buildings and the location of injured people
  7. Notify Campus Safety (ext. 2999) and/ or Winter Park Police (9-1-1) – be very specific as to what occurred and your specific location
  8. Attempt to provide as much information about the shooter as possible – number of people involved, race/ gender, clothing color/style, physical features, type of weapons, do you recognize the shooter?, etc.

- Campus Safety will:

  1. Once informed of the active shooter, immediately notify Winter Park Police (9-1-1) and provide as much information as possible.
  2. Set up a perimeter around the area and prevent other potential victims from entering. Close off 5 entry points to the campus.
  3. Activate the Incident Command Post and the Emergency Notification System.
  4. Treat any victims with CPR or First Aid until emergency response units arrive on the scene.
  5. Attempts to rescue people should only be attempted if it can be accomplished without further endangering persons inside the perimeter of the secured area.
  6. Set up a remote communications point outside the perimeter of the       event, close enough to be effective, but not so close that it may become involved in the actual incident.

- Support of Law Enforcement Agencies During the Response

  Once law enforcement agencies have arrived on the scene, Campus Safety and Rollins College will immediately yield all control of the situation. The primary goal of law enforcement is to immediately engage the shooter and eliminate risk to additional victims.

  Once the active shooter has been identified and the threat has been removed, only law enforcement has the ability to un-secure an area inside the established perimeter. During the evacuation process, safety corridors will be established and victims may be instructed to keep their hands on their head or searched prior to leaving the secured area. It is extremely important to closely follow the instructions of law enforcement officers until released from the secured area.

- Post-incident Procedures

  Information will be provided to the Rollins Community and media as quickly and as prudently possible by members of the Incident Command Post in consultation with the Emergency Policy Council, Marketing & Communications, and Human Resources by following the procedures as outlined in the Communications Plan.

  The entire area will be treated as a crime scene and once you have been evacuated, you may not be permitted to re-enter to retrieve items.

  In most cases, a holding area will be established for victims to provide medical care, counseling, interviewing, etc.

  An extensive investigation will be completed by law enforcement and members of the Incident Command Post.

### 3.7.2  Demonstrations and Rallies

Students, student organizations, faculty, and staff at Rollins College are free to examine and discuss all questions of interest to them and to express opinions publicly and privately. They should always be free to support causes by orderly means that do not disrupt the regular and essential operation of the College or community. At the same time, it should be made clear to the College community that students or student organizations, and individual members of the faculty or staff, speak only for themselves, not for the College as an institution, in their public expressions or demonstrations.

Rollins College does not allow disruptive behavior at community events or on campus. Disruptions can be described as purposeful blocking the view of others at the event; banners or items that block the audience's view; noise or action that disrupts the ability of the audience to hear (e.g., shouting out or use of a bull horn).

If an event is disrupted by a group or individual, a representative of the College may request the action to stop or for the person or group to leave the event and move to an approved location for protesting. Individuals or groups who disrupt an event or fail to leave when asked are in violation of the College's policy of Disruptive Behavior and may also be in violation of the policy regarding Requests or Orders. These violations of College policy may result in College discipline. Disruption may also result in arrest and criminal charges such as disorderly conduct or trespass.

At times, Rollins College invites the public to join us at events and extends free speech and expression privileges during these events. Any individual or group who disrupts an event and is unwilling to respect College policy or to comply with the requests of College officials will be asked to leave Rollins College property. Failure to comply may result in arrest for unlawful trespass and any other criminal violations that may have occurred.

- Demonstration Regulations

  Anyone who wishes to stage a demonstration or protest at any event on College property should contact and arrange a meeting with Campus Safety or the appropriate Dean to discuss College policy, demonstration-specific regulations, and safety issues.

  The Campus Safety Department should be consulted in the planning of all organized demonstrations, in order to notify other pertinent College offices. The desire of Rollins College is to promote intellectual inquiry and exchange in a respectful and civil manner. The safety of all participants is of utmost importance to the College, and policies may be enacted to ensure safety during the demonstration.

  Event planners in conjunction with the appropriate Dean, the Events Scheduling Office, Facility Management, the speaker or performer, and the Campus Safety Department will determine the following for any demonstration approved on campus.

- Location

  The location of an approved demonstration will be determined following space and use guidelines for College areas managed by the Events Scheduling Office in accordance with this policy.

  If the demonstration is against an issue at another approved College event, the location of an approved demonstration will be as proximate to the other event as deemed appropriate considering the following:

a. Nature of the other event
b. Security needs of the other event
c. Time of the other event
d. Any other necessary considerations

The use of streets of Rollins College for parades or demonstrations is subject to town ordinance and requires a town permit.

- Time and Duration

  Demonstrations may not interfere with the academic and educational mission of the College. The time and duration of the demonstration will be determined with regard to the following:

  a. Nature of the event and/or the demonstration
  b. Security needs of the event and/or the demonstration
  c. Time of the event and/or the demonstration
  d. Any other necessary considerations

- Type of Demonstrations

  o Demonstrations must occur in the approved defined location (if and when a location is determined)
  o Demonstrations may not block access to the venue in which the other event is being held
  o Demonstrations utilizing pickets, large items, bullhorns, or other loud or amplified sound making devices are not permitted
  o Distribution of materials such as leaflets may not be confrontational
  o Organizers must remove all items and materials at the end of the demonstration
  o Demonstrators are not allowed to use intimidating tactics
  o A demonstration with a noise level that disrupts other authorized activities occurring on the College campus violates College policies
  o Demonstrators are not allowed the use of unwelcome physical contact between demonstrators, counter demonstrators, the audience, the speaker or performers, or College officials
  o The use of chalk on exterior of buildings or other freestanding structures, or within 10 feet of any door, is strictly prohibited to prevent damage to the structure and injury to anyone stopping at entrances or exits

**Note:** Any of these demonstration standards can be applied to any location including in the event space if demonstrators are allowed to demonstrate in the space.

- Rollins College Event Host

  Within the guidelines of this protocol, the event hosts and College officials have the ability to determine when behavior at the event is being disruptive. College officials should always attempt to gain cooperation by asking that the disruptive behavior stop prior to requesting that the person or persons leave the event. Event Hosts may contact Campus Safety at any time should they feel that behavior is being disruptive to their event.

- Public Safety

  At any event Campus Safety will locate the hosts before handling any situation of non-violent behavior

unless the disruption necessitates action to prevent greater confrontation. Campus Safety has the authority to act upon any acts of violence, threats of violence, or overcrowding without first contacting the event hosts. In all cases where time permits contacting the event hosts, Campus Safety will contact the event hosts to determine if the behavior is in fact disruptive to the event. If Campus Safety has been contacted by the hosts and asked to deal with a person or persons creating a non-violent disturbance, Campus Safety will start by asking the person or persons to stop the disruptive behavior prior to asking that the person or persons leave the event.

### 3.7.3  <u>Weapons on Campus</u>

It is Rollins College policy to prohibit the carrying of firearms on campus and/or the transporting of firearms to/from the campus. This policy admits no exception with regard to licensure: individuals whether licensed or not are prohibited from having firearms on campus at any time.

This policy applies to employees, students and the public at large. If an employee is found to have a firearm in his/her possession, it will be grounds for immediate dismissal from the College with no recourse through the Grievance Procedure(s).

Questions concerning this policy should be referred to your supervisor and/or the Human Resource Department.

### 3.8.1 Policy Statement

Rollins College is committed to reducing risk to all students, faculty, staff, and visitors. It is the College's intent to protect members of the campus community against avoidable and undue risks of injury or death due to tornados. It is the policy of the College to notify all employees and students of the elements of this plan and to expect them to read and understand its contents.

### 3.8.2 Definitions

a. Tornado –

A tornado is a violent, rotating storm with winds that can exceed 300 miles per hour. The product of thunderstorms and sometimes hurricanes, they can be highly destructive.

b. Tornado Watch –

A tornado watch may be issued by the National Weather Service when conditions are favorable for the formation of tornadoes. During a tornado watch, you should be alert to changing weather conditions and the possibility of a tornado warning being issued.

c. Tornado Warning –

A tornado warning may be issued by the National Weather Service when a tornado has been sighted or when radar indicates the formation of a tornado. You should immediately take cover inside a sturdy building on the lowest floor in an interior room or hallway away from windows.

### 3.8.3 Responsibilities

- The Department of Campus Safety is responsible for notifying the campus community of this policy through the Campus Safety website (www.rollins.edu/safety) and for reviewing this policy at least annually and maintaining and updating as necessary. The Department of Campus Safety maintains written documentation regarding this policy.

- The Office of Residential Life, whenever possible, is responsible for enforcing, communicating and recommending updates for the Residence Hall Tornado Safety Policies (attached.) Residential Life will alert students in residence halls of the issuance of a tornado warning and assisting them to the safest area of the building as per their internal procedures assuming it is safe to do so.

- All Department Heads, Deans, Directors and Supervisors are responsible for reviewing and enforcing this policy to those they supervise.
- All Employees and Students are responsible for familiarizing themselves with and adhering to the elements of this policy. This includes:
  o Knowing what to do when a tornado watch and warning are issued
  o Watch: Be alert for changing weather conditions and the possibility of tornado formation and the possibility of a tornado warning being issued
  o Warning: Take cover immediately on the lowest floor inside a building in an interior room or hallway and away from windows

### 3.8.4 Tornado Watch or Warnings

a.  If you are outdoors:

    1.  OUTREACH Siren
- The OUTREACH siren located at the South-East corner of the Cahall-Sandspur Field will be activated if the City of Winter Park believes a tornado is threatening any part of the city. This siren is tested on the first Saturday of each month at noon unless inclement weather is in the area. The siren produces an "air raid" type of wail and will sound for three full minutes in the event of an actual tornado warning. The siren is intended ONLY to assist in notifying persons OUTSIDE of campus buildings. You should not rely on the siren to notify you while inside. If you hear this siren any time other than the first Saturday of the month at noon, you should immediately take shelter in a building on the lowest level in an interior hallway away from windows/glass.

b.  If you are indoors:

    1.  The Rollins Alert emergency notification system will send a Tornado Warning alert message should the National Weather Service issue a Tornado Warning. Rollins Alert can notify persons who are registered with the system via cell phone, home phone, text message, e-mail, etc. You should log into your Foxlink account and click on the Rollins Alert link to review and update your information. If you receive a tornado warning message from Rollins Alert, you should immediately seek shelter in a building on the lowest level in an interior room or hallway away from windows/glass.

    2.  Weather Alert Radio Several offices on campus have weather alert radios which will activate in the event of a tornado watch or warning. Residential Life has been issued weather alert radios by the Campus Safety office for use in each campus residential facility. If you reside on campus, you are encouraged to purchase a weather radio for your room and to keep it on at all times. These radios are especially helpful when you are sleeping and may not hear other forms of notification. Additionally, the Security office monitors the weather alert radio 24 hours per day, 7 days per week.

## 3.9 Terrorism

### 3.9.1 Policy Statement

The purpose of the Rollins College terrorist response procedure is to formalize a plan that provides structure and guidance for the reaction to a terrorism-related situation on campus or in Central Florida. However, we recognize that preparing and providing information for every type of terrorist activity is virtually impossible. Therefore, we recommend that members of the college community stay informed of current world events, develop a plan with their families and have a method to receive on-going communication after an attack. Ultimately, it is every individual's responsibility to understand the gravity of global events and how they will impact not only the Central Florida area, but them personally.

### 3.9.2 Definition

a. Terrorism –

The broad description of activity used to strike fear in a population and to cause mass casualties in an attempt to influence or coerce behavior; typically political in nature. Although the likelihood of an unspecified terrorist attack being targeted at Rollins College is relatively low, we recognize the existence of "higher value" targets in Central Florida (Orlando International Airport, Kennedy Space Center, theme parks, etc). Variations of terrorist attacks are numerous, but the most likely are: biological/ chemical, radiological and low-grade nuclear. Typically, there is a tremendous loss of life, considerable property damage and long-term economic impact to an area that experiences a terrorist attack.

### 3.9.3 Procedures and Responsibilities

* Biological or Chemical Attack

The definition of a biological or chemical attack can be defined as the introduction of a gas/ chemical agent into the atmosphere with the intent of causing widespread panic, injuries or casualties.

Should a chemical or biological agent be introduced into the atmosphere, members of the campus community are advised to remain in whatever building they happen to be in or to seek shelter immediately in a nearby building. Ideally, an interior portion of the building with no windows in preferable. HVAC systems should be turned off as soon as possible to prevent further dispersion of the agent.

Emergency communications messages will be sent in a variety of ways notifying members of the campus community of the situation and to remain sheltered. Dependent on prevailing winds and other weather conditions, the cloud or agent may be diminished.

Should an agent be released some distance from the campus, emergency communications messages will be sent to members of the campus community advising them of the situation and where to obtain additional information.

Realistically, it is not always feasible or possible to provide protection from this type of attack. Individuals are encouraged to evaluate their own situation and     take steps to maximize their own chances of survival. Ultimately, Rollins College personnel will be taking direction from local, county,

state and federal emergency management experts in attempt to provide timely and accurate direction/ information.

- Radiological

  A radiological device, commonly known as a "dirty bomb" is a device that generally has a relatively small blast impact area. Upon detonation, the radiological materials are dispersed into the air and are moved by the wind. The greatest value of the device to the terrorist is the panic it will create throughout the community. The actual blast area will not be very large, but the distribution of radiological material will be the greatest concern.

  Should a blast occur in the vicinity of the Rollins College campus, government emergency management will probably encourage all members of the campus community to depart the area and go in the direction opposite of the prevailing wind. If sufficient time does not permit for evacuation, you should go to the     nearest campus building, close all windows and doors and turn off the HVAC system.

  The key with this type of attack is to limit the amount of radiation you are exposed to – this is accomplished by shielding – placing as many barriers between you and the radiation material, distance – expanding the distance you are from the blast area and time – minimizing time spent exposed reduces your risk. Again, Rollins College personnel will be taking direction from local, county, state and federal emergency management experts in attempt to provide timely and accurate direction/ information.

- Nuclear

  In the event of a nuclear explosion, the most likely targets in our area would be either Kennedy Space Center or one of the local theme parks. Should that be the case, the campus community will have a minimal amount of time to take action.

  If there is any advanced warning of the attack, you should take immediate cover. The primary location on our campus that is used as an emergency shelter would be the Olin Library.  You should attempt to remain in an interior portion of the building on the first floor to limit the effects of the immediate blast and pressure wave. After the initial blast, remain inside and attempt to communicate with emergency response personnel. As previously stated, shielding, distance and time issues are imperative.

### 3.9.4  Incident Notification

Rollins College personnel will be working closely with emergency management experts to provide clear, accurate information about the scope of the terrorist act and what actions should be taken.

We recognize that if a terrorist attack should take place in our community, communication will be severely affected. There is a high probability that phone lines will not be operable, cellular towers will be overloaded and confusion and rumors will be prevalent. Additionally, roadways will be clogged with motorists attempting to leave the area and air travel will probably cease for a period of time into and out of the area.

## 3.10   Aircraft Accident, Explosion or Similar Incident

This policy covers a wide variety of possible incidents involving aircraft crashes, explosions resulting from any unanticipated incident.

### 3.10.1   <u>Procedures</u>

In the event a mishap occurs, such as an explosion or a downed aircraft (crash) on campus, take the following action:

1. Immediately take cover under tables, desks and other objects which will give protection against falling glass or debris.
2. After the effects of the explosion and/or fire have subsided, notify 9-1-1 and Campus Safety. Give your name, location, and the nature of the emergency.
3. If necessary, or when directed to do so, activate the building fire alarm.
4. If the building fire alarm is sounded, or when told to leave by College officials, walk quickly to the nearest marked exit and ask others to do the same.
5. Assist the disabled persons in exiting the building. Remember elevators are reserved for disabled persons. Do not use elevators in case of fire.  Do not panic.
6. Once outside, move to a clear area that is at least 500 feet from the affected building.  Keep streets and walkways clear for emergency vehicles and crews. Know your assembly area.
7. If requested, assist emergency crews as necessary.
8. An Emergency Command Post may be set up near the disaster site. Keep clear of the command post unless you have official business.
9. Do not return to an evacuated building unless told to do so by a College official.  **IMPORTANT**: After any evacuation, report to your designated assembly point. Stay there until an accurate head count is taken.

### 3.11.1   Policy Statement

The purpose of the Rollins College, Shelter-in-Place Policy and Procedure is to formalize a plan that provides structure and guidance for the response to an emergency situation on, or in the immediate vicinity of campus. Shelter-in-Place situations are meant to provide all members of the campus community an additional level of personal security by minimizing the overall exposure of danger.

### 3.11.2   Definition

a.   Shelter-in-Place –

A temporary sheltering technique, ranging from 30 minutes up to several hours, utilized to limit exposure to an "active shooter" or similar incident that impacts the safety and security of the college community. When alerted occupants of any building within the subject area (a portion or all of the campus) will lock all doors and windows not allowing entry or exit to anyone until the "all clear" has been given. This procedure converts any building on campus into a large "safe room".

### 3.11.3   Incident Notification

All emergencies, security situations, fires, hazardous spills, etc. must be reported to the Rollins College Campus Safety Department. From College phones, contact the Campus Safety Department at extension 2999 or (407) 646-2999 when calling from a personal phone.

When reporting an emergency, provide the following:

1. your name
2. location of the emergency
3. telephone number and location from which you are calling
4. the type of emergency you are reporting

### 3.11.4   Assessment

Once the initial call has been received by Campus Safety, they will initiate an investigation to confirm the emergency by:

- dispatching units to the location
- notifying Winter Park Police and/or Winter Park Fire Department
- notifying the Director of Campus Safety or designee

### 3.11.5   Initiation of the Shelter-in-Place Command

If the assessment determines the need to secure a building, portion of campus or the entire campus to protect the campus community and to prevent the escalation of the emergency, the Director of Campus Safety or designee will give the "Shelter in Place" command.

### 3.11.6  Shelter-in-Place Procedure

If preceding the command to Shelter in Place, you believe an emergency situation exists or once the notice to Shelter in Place has been issued, take the following actions:

- Follow instructions
- Remain calm
- Remain indoors
- Proceed to a room or space that can be locked
- Close and lock all doors and windows
- Turn off all lights
- If possible, turn off the Heating/Air Conditioning system
- Remain seated below window level
- Remain silent
- Turn off all radios or other devices that emit sound
- If gunshots are heard, lay on the floor away from windows
- Do not shelter in open areas such as hallways or corridors – go to the nearest place that can be secured
- If outdoors, seek nearby shelter as quickly as possible
- Do not unlock doors or attempt to leave until instructed to do so by Campus Safety or Winter Park Police. Additional information/instructions and ultimately, the "all clear" command will be announced using the Rollins Alert system, e-mail and other means

### 3.11.7  "All Clear" Command

In consultation with Winter Park Police Department and/or Winter Park Fire Department, the Director of Campus Safety will issue the "All Clear" command. Campus Safety will forward this information to Marketing and Communications to notify the campus community.

- Campus Community
  - Follow instructions
  - Participate in training and be familiar with emergency procedures
  - Remain inside a secure building until given further direction

- Campus Safety
  - Declare the Shelter-in-Place command
  - Communicate and coordinate response to the situation with Winter Park Police Department
  - Respond immediately to the scene
  - Communicate and inform the Vice President of Finance and Treasurer of the situation necessitating the Shelter-in-Place command
  - Activate the Rollins Alert system
  - Communicate with Marketing and Communications to notify and provide additional information to the campus community about the Shelter-in-Place situation
  - Secure the scene
  - Provide an "all clear" in conjunction with Winter Park Police Department
  - Relocate members of the campus community as necessary
  - Participation in appropriate training
  - Notify the campus community of the "all clear" message through Rollins Alert system.

- Marketing and Communications
  - Communicate with the campus community through the use of e-mail, web page postings, etc. that a Shelter-in-Place condition exists
  - Provide additional information to the campus community as it becomes available
  - Notify the campus community of the "all clear" message

- Vice President of Finance and Treasurer
  - Notify the President of the situation necessitating the Shelter-in-Place command
  - Provide updates to the President's Senior Staff concerning the situation

## 3.12  Evacuation

### 3.12.1  Procedures for Whole-Campus Evacuation

1. The Incident Commander is advised by the Field Incident Commander that a campus evacuation is warranted and necessary to protect life and property.

2. If time permits, the Incident Commander informs the Vice President and Treasurer (VPT) or his/her designee of the need for campus evacuation. If emergency conditions are extreme to the extent that the Incident Commander is compelled to act immediately, steps 3 and 4 below may occur concurrently.

3. Vice President consults with President (if available) and any available members of the Emergency Policy Council (EPC). If none of these persons are available, or the immediacy of the threat will not allow for consultation, the Vice President or designee may act at his/her own discretion.

4. Upon agreement to evacuate campus:

   a. The Marketing & Communications office is notified.
   b. The Emergency Communication Plan is activated.
   c. Campus Safety, Facilities Management, and the Dean of Student Affairs coordinate evacuation efforts.

5. Guidelines published in the Emergency Procedures are used to effect the orderly evacuation of campus and to account for all students, faculty, staff and visitors.

### 3.12.2  Procedures for Single-Building Evacuation

1. The Director of Campus Safety, the Director of Facilities Management or the Safety and Emergency Planning Coordinator may authorize a single-building evacuation if a threat to the occupants exists that warrants such action.

2. If possible, the affected Deans (if any) and the Vice President and Treasurer should be consulted before an evacuation is authorized. This consultative process should be undertaken only if the resulting delay in evacuation does not jeopardize the safety and well-being of building occupants.

3. Campus Safety and Facilities Management personnel are deployed to inform the building occupants of the evacuation and to assist in directing occupants out of the building. If a rapid notification is needed, the fire alarms in the building should be manually activated. As soon as possible, a team from the above

offices should deploy to the Disabled Persons Assembly area within the building to determine if there are any persons in need of assistance.

4. Concurrently with #3, the Office of Marketing and Communications is notified by Dispatch.

5. Following evacuation, the building is secured by Campus Safety or Facility Management personnel. If the building is keyless-entry, Campus Safety will immediately set the keyless entry doors to "Forced Locked Override".

6. The building is posted with "No Entry" signs, stating the nature of the emergency and a contact office.

7. Clearing of the building for re-entry is to be authorized by the same administrator who authorized the original evacuation.

8. Following the clearing order, Marketing and Communications is notified by Campus Safety Dispatch.

9. Following the clearing order, outside doors are unlocked, exterior keyless entry doors are "Reset to Schedule" and "No Entry" posters are removed.

## 3.13 Psychological Emergencies

When a member of the Rollins College community appears to be under psychological distress that rises to a level where there is concern for the individual's safety or the safety of others, it will be considered a psychological emergency. The appropriate first step when experiencing a psychological emergency is to immediately call 9-1-1 then Campus Safety.

In all cases where a psychological emergency exists, the Director of the Office of Counseling and Psychological Services (CAPS) will be contacted as soon as conditions permit.
The role of the CAPS director will be to advise and give recommendations to the appropriate College dean and/or the AVP for Human Resources and Risk Management on issues involving safety, security and well-being of the individuals involved. This may include the distressed individual, potential victims, bystanders and witnesses.

The Director of Counseling and Psychological Services will follow procedures and protocols and will advise on decisions about the appropriateness of the distressed individual's return to campus functions.

## 3.14   Death on Campus

Should the death or serious injury of a College student, faculty, staff or other member of the College community occur, the following guidelines should be followed:

1. Call 9-1-1 immediately if an incident occurs on or near campus, then call Campus Safety at (407) 646-2999. Campus Safety will activate the College's Emergency Operations Plan including the Incident Command Post and the Emergency Policy Council to make decisions about the College's response and appropriate follow-up activities with family, co-workers and the community at large.

2. If the incident results in a work-related death or multiple hospitalizations, the Safety and Emergency Planning Coordinator must notify OSHA within eight hours.

3. College representatives may be asked to go to the hospital or another location if appropriate. The attending physician or coroner has authority in most cases in terms of notification of the incident to family members.

4. Incident Command Post and departmental representatives will take their guidance from the attending physician or coroner.

5. CAPS serves as a support resource for students' faculty and staff and those directly involved.  If we need more assistance we will reach out to the Employee Assistance Program.

6. The President's office may wish to write a letter on behalf of the College. Marketing & Communications-depending on the situation, College Counsel - should review all correspondence to family members prior to it being sent.

7. Emergency Policy Council may ask a College departmental representative to attend the funeral on behalf of the College.

8. Due to potential liability concerns, The AVP of Human Resources and Risk Management will coordinate the investigation and review of the incident and prepare a report for the College's insurance carrier and counsel.

9. Incidents involving international students may require specific needs from local persons who are familiar with customs of the person involved.

## 3.15   Biological Threat/ Suspicious Substance

### 3.15.1   Policy Statement

The intent of the biological threat/ suspicious substance response procedure is to provide calm guidance and instruction to members of the College community that may encounter such situations. The issue of biological threats and suspicious substances is a wide-ranging topic that creates a situation where preparation for every case is nearly impossible. For the purposes of this plan, we have focused on safe mail handling and suspicious packages. We recognize that great strides have been taken with the U.S. Postal Service and the awareness of suspicious packages in the workplace over the past few years. Ultimately, it is the individual's responsibility to be aware of their surroundings and maintaining a calm demeanor. (Please see Attachment A for specific information)

### 3.15.2   Definition

The terms "biological threat" and "suspicious substance" are synonymous with mail/ packages and terrorism. One item of interest is that this type of attack is usually not meant to coerce behavior. It is either targeted at an individual or an organization with the implied purpose of causing a number of deaths or wide-spread fear. In past years, threats have focused on political leaders and members of the media. However, members of higher education have also been targeted (Unabomber).

### 3.15.3   Procedures and Response

We recognize that a layered approach is the best defense against biological threats and suspicious substances. First, there have been a number of advancements made in the U.S. Postal Service to reduce the risk of a suspicious package even making it to the workplace. Second, the Rollins College Post Office is the first line of defense on-campus. Post Office staff members work with and receive updates from the U.S. Postal Inspector on how to identify and handle suspicious packages. Finally, individual staff members need to have a general awareness of their surroundings and how to calmly react to a perceived threat.

If a device, package or substance is perceived to be a threat, Rollins College personnel will notify and take direction from local, county, state and federal emergency management experts in an attempt to provide timely information and minimize risk to the rest of the College community.

### 3.15.4   Specific Responses

a.   If you see or receive a suspicious package, letter, or note:

- DO NOT PANIC
- Do not disturb the package. Call Rollins College Campus Safety at ext. 2999 or 9-1-1, be prepared to provide the location of the package, a description, and your location and contact numbers
- DO NOT open the item
- DO NOT shake or empty the contents of any suspicious envelope or package
  Place in clear plastic zipper storage bag to prevent possible leakage of contents
  Wash your hands with soap and water
  Notify your supervisor
  Follow further instructions given to you by either Campus Safety or Winter Park Police

b. If you receive AND OPEN a package, letter, or note threatening anthrax contamination, or if a suspicious substance is present:

- DO NOT PANIC
- Call Rollins College Campus Safety at ext. 2999 or 9-1-1 – be prepared to provide the location of the package, a description, and your location and contact numbers
- Set it down gently at the location where you first opened it
- Do not clean up the area. Keep others from entering the room or area
- Turn off any fans in the area
- If in a room, close the window(s) and door(s). Leave the room or area and go to an area that will minimize your contact with others
- Wash hands with soap and water if possible
- If material is on clothing, don't brush off vigorously
- Notify your supervisor, who should instruct people not to enter or exit the area
- Make a list of all people who had actual contact with the suspicious substance or were in the room or area
- Follow further instructions given to you by Campus Safety or Winter Park Police

c. In either case, what you should NOT do:

- Do not pass the letter or suspicious package to others to inspect
- Do not transport contents to a hospital, emergency room, or the clinic
- Do not disturb any contents in the letter or package. Handling the letter or package can spread the substance and increase the chances of it getting into the air.
- Do not ignore the threat; it must be treated as real until properly evaluated

### 3.15.5   Screening Mail for Suspicious Letters or Packages

A concern of many is the receipt of a letter or package containing biological agents. Many biological threats targeting individuals or departments can frequently be controlled by screening of materials and by following the procedures listed below. Responding public safety agencies have plans in place to deal with these types of threats. Following the procedures below will activate those plans and promote the highest level of safety while minimizing the disruption associated with these incidents.

The Rollins College Post Office is charged with the initial monitoring responsibilities for suspicious letters and packages in accordance with guidelines from the U.S. Postal Service. Many of the letters and packages arriving on campus have previously gone through one or more screening processes before arriving on campus. However, in the event that a letter or package is obtained by some means other than the College mail system, the following are common features of threatening letters or packages:

a. no return address
b. handwritten or poorly typed address
c. misspelling of common words
d. restrictive markings such as "Confidential" or "Personal"
e. excessive weight, or feel of a powdery or foreign substance

If a letter or package exhibits any of these warning clues, DO NOT OPEN IT. No one is at risk provided there is nothing leaking from the package. Call Rollins College Campus Safety at ext. 2999 or 9-1-1 to

report the item and relate that the envelope has not been opened and there is no substance leaking out. Follow the instructions of law enforcement personnel.

If you have questions or need more information, contact the Rollins College Campus Safety Department at (407) 646-2999.

## 3.16  Sink Hole

### 3.16.1  Policy Statement

The purpose of the Rollins College Sinkhole plan is to formalize a plan that provides structure and guidance for the response in the event of a sinkhole occurring on campus.

### 3.16.2  Definition

Sinkholes originate beneath the surface when groundwater moves through the limestone and erodes large voids, or cavities, in the bedrock. When water fills a cavity, it supports the walls and ceiling, but if the water table drops, the limestone cavity is exposed to further erosion that eventually results in the collapse of the cavity, causing a surface indenture, or sinkhole. The sinkhole becomes a primary site of recharge, where surface water can enter the aquifer and replenish the groundwater supply.

Florida has more sinkholes than any other state in the nation. They are an obvious feature of Florida's natural karst topography. Sinkholes provide a primary pathway for rainwater to replenish subsurface groundwater; they are an important part of the aquifer system that supplies 95% of Florida's drinking water.

On the surface, sinkholes may develop progressively as subtle, bowl-shaped depressions, or they may collapse suddenly into steeply sided, water-filled craters. The shape of the sinkhole, and the speed that it forms, depend on the size of the subsurface cavity and the thickness of the overburden (sediments or organic matter that rest on the limestone bedrock).

### 3.16.3  General Information

To avoid the destruction of property and the contamination of groundwater, it is important to monitor potential sinkhole formation. Although a sinkhole can form without warning, specific signs can signal potential development:

- Slumping or falling fence posts, trees, foundations, etc.
- Sudden formation of small ponds
- Wilting vegetation
- Discolored well water
- Structural cracks in walls, floors, etc.

### 3.16.4  Procedures and Response

- Barricade off danger area(s) to include any suspected/ potential areas
- Evacuate anyone in immediate danger
- Coordinate actions with Winter Park Police/ Fire Departments, Florida Dept. of     Environmental Protection, Orange County Dept. Environmental Protection
- Notify the Director of Campus Safety
- Post signs and notices
- Use safety lines to tie off personnel and equipment while working around known or suspected areas
- If possible, perform an aerial reconnaissance of the known or suspected site
- Take photos and video of the site(s)
- Save event related expenses for possible future reimbursement (related costs, bills, etc.)

## 3.17   Building Collapse

### 3.17.1   General Information

Building collapses can result from an earthquake, sinkhole, structural damage, etc.

### 3.17.2   Procedures and Response

1. Notify Winter Park Fire and Police Departments by calling 9-1-1 immediately.
2. Notify the Director of Campus Safety as soon as possible.

IF YOU ARE IN A BUILDING COLLAPSE:

- Get out as quickly and calmly as possible
- If you can't get out of the building, get under a sturdy table or desk

IF YOU ARE TRAPPED BY DEBRIS:

- Cover your nose and mouth with a cloth or clothing
- Move around as little as possible to avoid kicking up dust, which is harmful to inhale
- If possible, use a flashlight so that you can see your surroundings
- Tap on a pipe or wall so rescuers can hear where you are. Use a whistle if one is available. Shout only as a last resort as shouting can cause you to inhale dangerous amounts of dust.

IF YOU CLEAN UP DEBRIS:

- Wear gloves and sturdy shoes
- Sort debris by type (wood, cinderblock, etc.)
- Do not touch debris that has utility wires in it
- Do not move debris that is too large or too heavy. Ask for help from neighbors, friends, and recovery workers.

# Section 4: Emergency Notification and Warning

## Rollins-Alert Policies & Procedures

SECTION CONTENTS

## 4.1  Guide Definitions

Emergency communication can be sub-divided into four phases:

a.  Preparedness and Education -

To inform the campus community about the hazards the college faces and to educate the community on steps that they can take to prepare for those hazards and mitigate against their impacts.

b.  Emergency Notification and Warning -

To alert individuals about an emergency condition or an urgent situation exists that threatens their health and safety; and to provide protective action recommendations.

c.  Emergency Follow-up -

To provide important follow-up information or instructions regarding an ongoing or recently terminated emergency, but does not necessarily require immediate protective actions.

d.  Recovery Information -

To offer longer-term, time indifferent, messages that are more informational in nature and not relevant to the immediate health and safety of individuals.

## 4.2  Scope

This document applies *only* to the second phase of emergency communication: Emergency Notification and Warning.

This *only* applies when there is a hazardous condition that threatens the health and safety of individuals on or near a Rollins facility.  These situations require timely notification and warning, perhaps with protective action recommendations.

While many of the communication systems identified in this document can be utilized in the subsequent phases of an emergency, urgent situation, or in other less immediate or less threatening conditions, this document primarily concerns itself with Emergency Notification and Warning.  The other three phases will be primarily covered through web site information and e-mail communications in accordance with procedures outline in the Emergency Communications Plan maintained by the Office of Marketing and Communications.

## 4.3  Background

Rollins College conducted a comprehensive analysis of all possible communication methods at its disposal for the timely dissemination of emergency notification and warning. It identified numerous means by which emergency information can be delivered.

It is important to note that no one system is capable of reaching everyone, everywhere, every time.  Each method has its strengths, weaknesses, and limitations.  As such, it is valuable to consider an emergency

notification and warning system that utilizes multiple delivery methods.  This ensures a greater coverage of intended recipients, and redundancy in the event of failures, which many communication systems are prone.

## 4.4   Available Emergency Notification and Warning Systems

Rollins' emergency notification and warning system (Rollins-Alert) consists of the following communication methods, listed in order of effectiveness (activation and delivery speed, audience reach, etc.).  Each of these systems will be described in detail later in this document.

- Methods of Emergency Notification at Rollins College (Rollins-Alert):

  - Rollins Emergency Notification System
    - Text Messages
    - Recorded Phone Calls
    - Email Messages
  - City of Winter Park OUTREACH Emergency Alert System
    - Recorded Phone Calls
    - Text Messages
    - E-Mail Messages
    - Outdoor Sirens
  - Rollins College Web Sites ([www.rollins.edu](www.rollins.edu) and [emergency.rollins.edu](emergency.rollins.edu))
  - Rollins Information Hotline (407) 646-2000
  - Rollins *R*-TV
  - Rollins Broadcast e-mail messages
  - Rollins Broadcast Voicemail Messages
  - Emergency Alert Radios
  - Door-to-Door Contact
  - Posting of Flyers/Notices in key locations
  - Local Media Outlets (supplied with information from Public Relations)
    - WDBO Radio (580 AM or [http://580wdbo.com/](http://580wdbo.com/))
    - Orange TV

This document also recognizes that emergency information will travel via word-of-mouth.  However, this method is unreliable and cannot be controlled; therefore, it is not considered an official communication method.

### 4.4.1   Description of All Rollins-Alert Systems

1. Rollins College Emergency Notification System

   This system provides high speed notification of any and all hazards on multiple communication infrastructures simultaneously utilizing secure, reliable, mobile, interactive technologies.

   The system allows approved staff to generate communications and transmit them via multiple systems such as cell phone (recorded phone call and text messages), home phone, voicemail, e-mail, etc.  The messages can be sent campus-wide in a matter of minutes or can be specifically targeted to a group of people based on their need to know about the information.

2. Outdoor Warning Sirens

   The City of Winter Park owns and operates an Outdoor Warning system.  The College has installed an additional siren/speaker device which has been placed on campus in a centrally-located area.  These sirens may be used for any type of hazard using either a sound or voice prompt; however they are primarily used in the event of a Tornado Warning for Winter Park.

3. Rollins College Emergency Web Site: emergency.rollins.edu

   The emergency.rollins.edu website will be the primary location for updates, and information during an incident.  This site is able to withstand local power outages in the event local computer network access has been compromised.

4. Rollins Information Hotline: (407) 646-2000

   Rollins community members may receive recorded updates by calling the Rollins information hotline, which is the main campus number, at (407) 646-2000. Should telephone and electronic communication be interrupted, information flyers will be posted on bulletin boards around campus, in the residence halls, and at entrances to key buildings.

5. Rollins *R*-TV

   Authorized personnel may elect the *R*-TV system to broadcast emergency information and warnings to the Rollins community via displays on campus.  This system allows for the entire campus collection of displays to be activated, or specific building or room displays to be activated during an emergency.

6. Rollins Broadcast E-mail Messages and Rollins Broadcast Voicemail Messages

   Authorized personnel may elect to issue emergency notification information via broadcast e-mail and broadcast voicemails to Rollins e-mail accounts and Rollins phone lines.

7. Emergency Alert Radios

   The Campus Safety department has issued several emergency alert radios to departments throughout campus.  These include Security, Residential Life, Student Affairs, Hamilton Holt School, Crummer School, Provost's Office, Dean of Arts & Sciences Office, Information Technology, and Property Management.  These radios (Midland model WR-100 All-Hazards Alert Weather Radio) have the ability (S.A.M.E. Technology) to receive alerts only from certain counties or municipalities, eliminating nuisance alerts not in your specific area.  These radios are free of charge to any College department and are available from the Campus Safety Department (ext. 2244).

8. Door-to-Door Contact

   Normally used in the Residence Halls, Rollins officials may elect to supplement emergency notifications by going door-to-door to issue information and ensure that all persons physically occupying a building have been notified.

9. Posting of Flyers/Notices in Key Locations

College personnel may elect to supplement emergency notifications by posting notices or flyers at key locations throughout campus. This may be used to target visitors to campus who may not receive others forms of communication.

10. Local Media Outlets

The Office of Marketing & Communications will supply pertinent emergency notification messages to local media outlets—specifically WDBO Radio (AM 580) and Orange Television. During emergency situations, College community members are encouraged to tune to these public media outlets to receive updated information as well.

## 4.5  Planning Assumptions

In order to plan for and consider the effectiveness of the Rollins Alert emergency notification system, one must take into account several planning assumptions:

1.  Most emergencies requiring activation of the Rollins Alert emergency notification system will have little advance warning. This means that there is an *immediate* threat.

2.  No singular method of communication will reach everyone, everywhere, every time. Utilization of numerous and various communication methods is required.

3.  Electronic communication mechanisms are subject to failure. Redundancy through utilization of numerous and various communication methods is required.

4.  Even with numerous and various communication methods, you will never achieve emergency message delivery to 100% of the intended audience due to situations beyond the College's control.

5.  Due to limitations beyond the College's control, a small proportion of the intended audience will receive their emergency messages in a later timeframe than desired.

6.  Some of the emergency communication methods identified herein are "passive" systems, requiring deliberate action on the part of the recipient to obtain the emergency message. Many will not take this required action.

7.  A number of the communication methods must be "active" systems, requiring minimal efforts on the recipient's part to receive and comprehend the message.

8.  Despite best efforts, errant information will still be generated and distributed by alternate means of communication (e.g. word of mouth). This requires Rollins-Alert messages to be clear, concise, succinct, and accurate.

9.  Language barriers will result in misunderstood receipt of messages.

10. Emergency messages must be identifiable as "official" Rollins Emergency messages.

11. An aggressive educational campaign is required to introduce the system to every person on campus. This educational campaign must be ongoing to inform each new person that comes on campus through student or new employee orientation.

12. Regular testing of the Rollins Alert system is required to ensure functionality and to familiarize recipients with the system's features. All tests must be evaluated and corrective action recommendations developed, as necessary.

13. As communication technology evolves, new communication methods may be identified as others become obsolete. A constant evaluation of the effectiveness of the system is required.

## 4.6  Decision Criteria

This document serves as a guide for the most efficient and effective use of the Rollins Alert system. However, prior to sending any message, college officials must consider each individual situation to determine if activation of the system is warranted, which communications will be utilized, and who authorizes activation of the system. The following five criteria should be considered:

1. Hazard Type
   - What is the hazard? (fire, tornado, hurricane)
   - What is the potential impact to Rollins? (Minor, major, catastrophic)
   - What is the potential for the situation to worsen?
   - Is the situation under control?


2. Life Safety/ Property Protection
   - What is the potential for death?
   - What is the potential for serious and/or minor injury?
   - What is the potential for damage?
   - What is the potential for disruption to normal course of business?

3. Urgency
   - How soon does the message need to go out? (Minutes, hours, days)
   - Has the National Weather Service issued an alert?
   - Is there time for approval?

4. Audience
   - Who needs to be alerted? (Administration, faculty, staff, students, guests)
   - How many people need to be alerted? (Dozens, hundreds, thousands)
   - How many people are on or around campus?

5. Capabilities/ Limitations
   - What are the limitations of the system? (Limited audience, lengthy delivery time, mass panic)
   - Which system should be used? (Press conference, bulk text message, siren)
   - How quickly can the messages be sent? (Immediately, minutes, hours)

## 4.7  Guidelines for Messages

There are two categories of notices for which the Rollins Alert system should be utilized: Emergency and Urgent Situation.

- Emergency – An incident or condition, expected or unexpected, that threatens life or safety and requires immediate action.

- Urgent Situation – An incident or condition that does not pose an immediate threat to life or safety, but that is of a nature where timely receipt of information or instructions may directly affect the well-being of the recipient.  This includes expected and future hazards.

  o Each message should consist of the following three components:

    1. Alerting (Attention management) – calling the user's attention to the issue at hand
    2. Informing (Information transfer) – what is happening, and what the user should and should not do
    3. Reassuring (Emotional management) – degree of sensitivity as to the audience.

  o Keep in mind the principles of public information officers:  Be First, Be Right, Be Credible.  In other words, make sure the messages are timely, accurate, and useful.

## 4.8  Activation - Authority, Capability, Process

### 4.8.1  Authority

Activation of the *R*-Alert emergency notification system must be approved by College officials.  Through acceptance of this document, the appropriate college officials approve of the enclosed activation procedures.

This document also contains a number of pre-scripted emergency messages that are pre-approved for immediate use as outlined.  Situations or messages that do not fall within the prescribed parameters contained herein must be approved individually prior to dissemination.

The three-level hierarchy for *authorization to send messages* is as follows:

| Level 1: | President |
|---|---|
| **Level 2:** | VP  & Treasurer and/or VP for Academic Affairs & Provost |
| **Level 3:** | Safety & Emergency Planning Coordinator / Incident Commander |
| | Director of Campus Safety |
| | Director of Facilities Management |

A chart with vertical axis labeled **URGENCY** showing three levels: "Future (more than an hour)", "Expected (minutes to an hour)", "Immediate (seconds)". The horizontal axis is labeled **THREAT TO LIFE SAFETY** with values "Minor", "Moderate", "Severe", "Extreme". The chart contains three colored regions: **LEVEL 1** (yellow), **LEVEL 2** (blue), and **LEVEL 3** (pink).
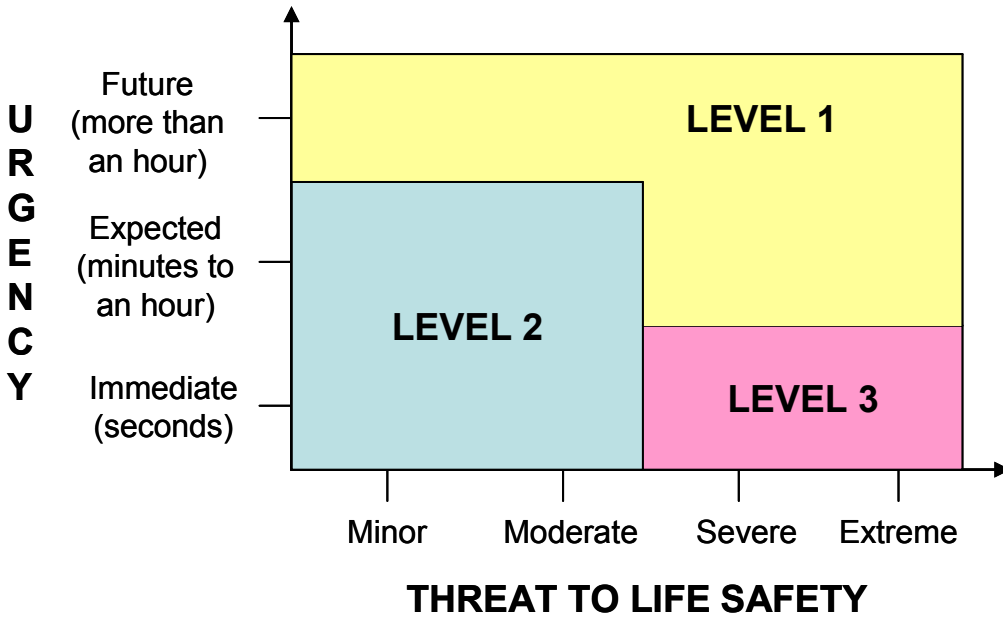
- *If there IS a pre-approved script for a situation,* the minimum activation hierarchy level is included on the script page for that situation (see Attachment E).

- *If there IS NO pre-approved script for a situation, <u>as practical without jeopardizing life safety</u>*, the individuals in the activation hierarchy chart, starting at Level 1, shall be consulted prior to emergency message dissemination.

- *If the higher level preceding person or entity is not available or not feasible*, proceed down the list to the next available entity.

## 4.11 *R*-Alert Message Protocols by Incident Type

**Important:** The following alert message protocols are guidelines only and may be altered to fit a certain situation, or an alert message may not be sent or published at all depending on the determination by College officials.

The alert message protocols follow the following **format:**

| Name of Hazard | |
|---|---|
| **Definition** | A general definition of the hazard. This definition is not all-encompassing, and the message may be used for a similar situation or altered to fit an individual situation that generally fits within a particular hazard definition. |
| **Urgency** | Immediate (minutes)<br>Expected (minutes to an hour)<br>Future (more than an hour) |
| **Threat to Life Safety** | Extreme (extraordinary or large-scale threat to life and property)<br><br>Severe (significant threat to life and property)<br><br>Moderate (potential threat to life and property)<br><br>Minor (limited threat to life and property) |
| **Approval Hierarchy** | **Level 1 – President**<br><br>**Level 2 – Vice President & Treasurer; Vice President & Provost**<br>**Level 3 – Safety and Emergency Planning Coordinator; Campus Safety Director; Facilities Management Director** |
| **R-Alert Delivery Methods** | Rollins Alert Emergency Notification System<br>○ Recorded Phone Calls<br>○ Text Messages<br>○ E-Mail Messages<br>○ Outdoor Sirens (City activated)<br>Emergency Web Site (emergency.rollins.edu)<br>○ Emergency Alert Radios<br>○ Rollins Information Hotline (407.646.2000)<br>○ Rollins Broadcast E-Mail Messages<br>○ Rollins Broadcast Voicemail Messages<br>○ Door-to-Door Contact<br>○ Posting of Flyers/Notices in key locations<br>○ Local Media Outlets (supplied with information from Public Relations)<br>WDBO Radio (580 AM or http://580wdbo.com/)<br>○ Orange TV |
| **Text Message** | Suggested text of the SMS message, which should follow the "Guidelines for Messages"<br>in this document, is followed by the number of characters in parentheses. |
| **E-Mail, Phone, and Website Message** | Suggested text for the message that will be sent via e-mail, phone, and/or the website. |
| **Website Alert** | Suggested text for the website message, which may be in addition to one of the two messages listed above. |

## Infectious Disease/ Pandemic

| | |
|---|---|
| **Definition** | A large-scale health emergency has already occurred on campus or is likely to affect campus.  This includes epidemics and pandemics such as , but not limited to, pandemic influenza, methicillin-resistant Staphylococcus aureus (MRSA), or food/water contamination. |
| **Urgency** | Expected (minutes to an hour) to Future (more than an hour) |
| **Threat to Life Safety** | Severe (significant threat) |
| **Approval Hierarchy** | **Level 1** |
| **R-Alert Delivery Methods** | <ul><li>Text, Phone, and E-mail Messages</li><li>Rollins College Website (emergency.rollins.edu)</li><li>Department Radios</li><li>Rollins Broadcast E-Mail Messages</li><li>Rollins Broadcast Voice-Mail Messages</li><li>AM 580 WDBO Radio</li><li>Local television stations</li><li>Local radio stations</li></ul> |
| **Text Msg.** | Rollins Alert!  Rollins campus will be closed **<00:00 PM 00/00/00>** due to a health emergency.  Go to emergency.rollins.edu for more information. |
| **E-Mail,** <br><br>**Phone, and Website Message** | Rollins Alert!  Attention!  The Rollins campus will be closed and classes cancelled as of <br>**<INSERT DAY, DATE, TIME HERE>**.  Due to **<INSERT REASON HERE>**.  **<INSERT OUTBREAK DETAILS, EXPECTED DEURATION, HEALTH CENTER/DEPT WEB SITES HERE>**.  For additional information and updates, go to emergency.rollins.edu, call <br>(407) 646-2000, or stay tuned to local area media including AM 580 WDBO radio. <br>End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Hazardous Chemical Spill or Release

| | |
|---|---|
| **Definition** | Reported, suspected, or confirmed release of a hazardous material on campus. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Severe (significant threat) |
| **Approval Hierarchy** | **Level 3** |
| **R-Alert Delivery Methods** | ○ Text, Phone, and E-mail Messages<br>○ Rollins College Website (emergency.rollins.edu)<br>○ Department Radios<br>○ Rollins Broadcast E-Mail Messages<br>○ Rollins Broadcast Voice-Mail Messages<br>○ AM 580 WDBO Radio<br>○ Local television stations<br>○ Local radio stations |
| **Text Msg.** | R-Alert! Emergency! Hazardous spill in **<INSERT BUILDING/AREA>**. Follow instructions from authorities. Go to emergency.rollins.edu for more information. |
| **E-Mail, Phone, and Website Message** | R-Alert! Emergency! There has been a spill of a hazardous material on the Rollins campus in the **<INSERT BUILDING/AREA>**. If you are in the immediate vicinity, evacuate as instructed by College officials or local authorities. All others should remain<br>at a safe distance so that emergency units and hazmat are not hindered. Follow Instructions of College officials or local authorities. For additional information and updates, go to emergency.rollins.edu, call (407) 646-2000, or stay tuned to local area media<br>including AM 580 WDBO radio. End of Message. |
| **Website Alert** | Add to end of Text Message: Visit emergencey.rollins.edu for more information. |

## Critical Utility Failure

| | |
|---|---|
| **Definition** | A utility failure that affects campus has occurred, such as, but not limited to a water service interruption, an electricity outage, sewer outage, or gas leak. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Minor (limited threat) |
| **Approval Hierarchy** | **Level 2** |
| **R-Alert Delivery Methods** | ○ Text, Phone, and E-mail Messages<br>○ Rollins College Website (emergency.rollins.edu)<br>○ Department Radios<br>○ Rollins Broadcast E-Mail Messages<br>○ Rollins Broadcast Voice-Mail Messages<br>○ AM 580 WDBO Radio |
| **Text Msg.** | R-Alert!  Emergency!  There has been a **<PLACE TYPE OF OUTAGE HERE>** failure on<br>the Rollins campus.  Go to emergency.rollins.edu or call (407) 646-2000 for more information. |
| **E-Mail,**<br><br>**Phone, and Website**<br><br>**Message** | R-Alert!  Emergency!  There has been a **<PLACE TYPE OF OUTAGE HERE>** failure on<br>the Rollins campus. **<INSERT BUILDINGS OR AREAS AFFECTED HERE>** are affected.<br>Do not attempt to use **<PLACE THE TYPE OF UTILITY HERE>** sources until approval is<br><br>announced by College officials.  **<INSERT ADDITIONAL DETAILS, SCOPE OF FAILURE, AND ESTIMATED TIME OF RESTORATION>**.  There is NO immediate need<br><br>for an evacuation.  Follow instructions of College officials or local authorities.  For additional information and updates, go to emergency.rollins.edu, call (407) 646-2000, or listen to<br><br>AM 580 WDBO radio.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Bomb Threat

| | |
|---|---|
| **Definition** | A credible bomb/ explosive device, suspected device, or potentially explosive condition exists on campus.  Caution should be additionally exercised for secondary devices. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Extreme (large-scale threat) |
| **Approval Hierarchy** | **Level 3** |
| **R-Alert Delivery Methods** | <ul><li>Text, Phone, and E-mail Messages</li><li>Rollins College Website (emergency.rollins.edu)</li><li>Department Radios</li><li>Rollins Broadcast E-Mail Messages</li><li>Rollins Broadcast Voice-Mail Messages</li><li>AM 580 WDBO Radio</li></ul> |
| **Text Msg.** | R-Alert! Emergency! An explosive device is at <**INSERT BUILDING NAME**>.  Follow instructions from authorities. |
| **E-Mail, Phone, and Website Message** | R-Alert!  Emergency!  A bomb/explosive device has been found on the Rollins campus in the <**INSERT BUILDING NAME**>.  If you are in the vicinity of the <**INSERT BUILDING NAME**>. Prepare immediately for possible evacuation. Listen for instructions from College officials or local authorities and follow them quickly and carefully.  For additional information and updates, go to emergency.rollins.edu, listen to AM 580 WDBO or call (407) 646-2000.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Violent, Criminal, or Disruptive Behavior

| | |
|---|---|
| **Definition** | Situation such as violent civil disturbance, hostage situation, etc. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Moderate (potential threat) |
| **Approval Hierarchy** | **Level 2** |
| **R-Alert Delivery Methods** | ○ Text, Phone, and E-mail Messages<br>○ Rollins College Website (emergency.rollins.edu)<br>○ Department Radios<br>○ Rollins Broadcast E-Mail Messages<br>○ Rollins Broadcast Voice-Mail Messages<br>○ AM 580 WDBO Radio<br>○ Local television Stations<br>○ Local Radio Stations |
| **Text Msg.** | R-Alert!  A dangerous situation is occurring near **<INSERT LOCATION HERE>**.  For your<br>safety, stay away from this area.  Go to emergency.rollins.edu for more information. |
| **E-Mail, Phone, and Website Message** | R-Alert!  A dangerous situation is occurring near **<INSERT LOCATION HERE>**.  For your<br>safety, stay away from this area.  For additional information and updates, go to emergency.rollins.edu, call (407) 646-2000, or stay tuned to local area media including AM 580<br>WDBO radio.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Active Shooter

| | |
|---|---|
| **Definition** | Any human-caused situation, generally of a criminal nature, occurring or imminent, that poses a threat to the health and safety of individuals on campus.<br>Includes: active shooter, suicide bomber, or hostage situation. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Severe (significant threat) |
| **Approval Hierarchy** | **Level 3** |
| **R-Alert Delivery Methods** | ○ Text, Phone, and E-mail Messages<br>○ Outdoor Speaker/Siren (if possible)<br>○ Rollins College Website (emergency.rollins.edu)<br>○ Emergency Alert Radios (if possible)<br>○ Department Radios<br>○ Rollins Broadcast E-Mail Messages<br>○ Rollins Broadcast Voice-Mail Messages<br>○ Local Media Outlets |
| **Text Msg.** | R-Alert!  Emergency!  An armed person is on campus. Go into nearest room and lock the door.  Follow instructions from authorities. |
| **E-Mail, Phone, and Website Message** | R-Alert!  Emergency!  There is an armed individual at large on campus.  If you are on campus, take shelter in the nearest available room and lock the door (if possible).<br>Remain in place until the police, or a campus administrator known to you, gives the "all clear." Call 911 if you have information about the shooter. If you are not on campus,<br>stay away. Follow instructions from college officials or local authorities. For additional information and updates, go to emergency.rollins.edu, listen to AM 580, or call (407) 646-2000.<br>End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

107

## Tornado

| | |
|---|---|
| **Definition** | A Tornado warning has been issued by the National Weather Service or local authorities that affects campus. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Extreme (extraordinary or large-scale threat) |
| **Approval Hierarchy** | **Level 3** |
| **R-Alert Delivery Methods** | <ul><li>Text, Phone, and E-mail Messages</li><li>Rollins College Website (emergency.rollins.edu)</li><li>Department Radios</li><li>Rollins Broadcast E-Mail Messages</li><li>Rollins Broadcast Voice-Mail Messages</li><li>AM 580 WDBO Radio</li><li>Local television stations</li><li>Local radio stations</li></ul> |
| **Text Msg.** | R-Alert!  Emergency!  A Tornado Warning has been issued for campus.  Take shelter inside a sturdy building, on the lowest floor, interior room or hallway, and away from glass. |
| **E-Mail,** <br> **Phone, and Website Message** | R-Alert!  Emergency!  A TORNADO WARNING has been issued for the Rollins campus. <br> Take shelter inside a sturdy building, on the lowest floor, interior room or hallway, and away from glass.  If time does not permit and you are outdoors or in a car, seek shelter in a ditch or ravine (NOT under an overpass).  For additional information listen to NOAA weather or other accessible media. <br><br> An all-clear message will NOT be sentdue to potentially changing weather conditions that may increase or decrease the warning time frame. <br><br> For additional information and updates, go to emergency.rollins.edu or stay tuned to local area media including AM 580 WDBO radio.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Terrorism

| | |
|---|---|
| **Definition** | An act of terrorism has occurred on campus. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Severe (significant threat) |
| **Approval Hierarchy** | **Level 3** |
| **R-Alert Delivery Methods** | <ul><li>Text, Phone, and E-mail Messages</li><li>Rollins College Website ([emergency.rollins.edu](emergency.rollins.edu))</li><li>Department Radios</li><li>Rollins Broadcast E-Mail Messages</li><li>Rollins Broadcast Voice-Mail Messages</li><li>AM 580 WDBO Radio</li><li>Local television stations</li><li>Local radio stations</li></ul> |
| **Text Msg.** | R-Alert!  Emergency!  **<INSERT TYPE OF ACT>** has occurred on the Rollins Campus. Prepare to evacuate.  Follow instructions from Authorities. Go to [emergency.rollins.edu](emergency.rollins.edu) for more information. |
| **E-Mail, Phone, and Website Message** | R-Alert!  Emergency!  There has been a **<INSERT TYPE OF ACT>** on the Rollins campus in the **<INSERT BUILDING NAME>** building.  Prepare to evacuate.  If you are in the immediate vicinity, follow instructions of College officials or local authorities.  If you are not in the area, please stay away.  For additional information and updates, go to [emergency.rollins.edu](emergency.rollins.edu), call (407) 646-2000, or stay tuned to local area media including AM 580 WDBO radio.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit [emergency.rollins.edu](emergency.rollins.edu) for more information. |

# Aircraft Accident, Explosion, or Similar Incident

| | |
|---|---|
| **Definition** | An aircraft accident or explosion has occurred on campus that has potentially caused damage, and the source of the explosion may or may not be determined.  Caution should<br>additionally be exercised for secondary explosions. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Severe (significant threat) |
| **Approval Hierarchy** | **Level 3** |
| **R-Alert Delivery Methods** | ○  Text, Phone, and E-mail Messages<br>○  Rollins College Website (emergency.rollins.edu)<br>○  Department Radios<br>○  Rollins Broadcast E-Mail Messages<br>○  Rollins Broadcast Voice-Mail Messages<br>○  AM 580 WDBO Radio<br>○  Local television stations<br>○  Local radio stations |
| **Text Msg.** | R-Alert!  Emergency!  Explosion on the Rollins Campus.  Prepare to evacuate.  Follow instructions from Authorities.  Go to emergency.rollins.edu for more information. |
| **E-Mail, Phone, and Website Message** | R-Alert!  Emergency!  There has been an explosion on the Rollins campus in the **\<INSERT BUILDING NAME\>** building.  If you are in the immediate vicinity, follow instructions of College officials or local authorities.  If you are not in the area, remain at a safe distance so that emergency units are not hindered.  For additional information and updates, go to emergency.rollins.edu, call (407) 646-2000, or stay tuned to local area<br>media including AM 580 WDBO radio.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Shelter-In-Place

| | |
|---|---|
| **Definition** | Situation such as civil disturbance or hostage situation. |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Moderate (potential threat) |
| **Approval Hierarchy** | **Level 2** |
| **R-Alert Delivery Methods** | ○ Text, Phone, and E-mail Messages<br>○ Rollins College Website (emergency.rollins.edu)<br>○ Department Radios<br>○ Rollins Broadcast E-Mail Messages<br>○ Rollins Broadcast Voice-Mail Messages<br>○ AM 580 WDBO Radio<br>○ Local television stations<br>○ Local radio stations |
| **Text Msg.** | R-Alert!  Emergency!  A dangerous situation is occurring near **\<INSERT LOCATION HERE\>**.  Stay away from the area.  Go to emergency.rollins.edu for more information. |
| **E-Mail,**<br><br>**Phone, and Website**<br><br>**Message** | R-Alert!  Emergency!  A dangerous situation **\<DESCRIBE SITUATION\>** is occurring on<br>the Rollins campus near **\<INSERT LOCATION HERE\>**. Participants and bystanders should take safe shelter. If you are not in the area, stay away.  Follow instructions from<br>College officials or local authorities. For additional information and updates, go to emergency.rollins.edu, call (407) 646-2000, or stay tuned to local area media including AM 580<br>WDBO radio.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Evacuation

| | |
|---|---|
| **Definition** | Either a portion of, or the entire campus must evacuate. |
| **Urgency** | Immediate (minutes) to Future (hours) |
| **Threat to Life Safety** | Minor (limited threat) to Extreme (extraordinary/large scale threat) |
| **Approval Hierarchy** | **Level 1 to 3 depending on the situation** |
| **R-Alert Delivery Methods** | <ul><li>Text, Phone, and E-mail Messages</li><li>Rollins College Website (emergency.rollins.edu)</li><li>Department Radios</li><li>Rollins Broadcast E-Mail Messages</li><li>Rollins Broadcast Voice-Mail Messages</li><li>Door to Door Contact</li><li>Posting of Flyers/Notices in key locations</li><li>AM 580 WDBO Radio</li><li>Local television stations</li><li>Local radio stations</li></ul> |
| **Text Msg.** | R-Alert!   Emergency!  **<INSERT SPECIFIC PORTION OR ENTIRE CAMPUS>** must evacuate.  Leave the area immediately and follow instructions from authorities.  Go to emergency.rollins.edu for more information. |
| **E-Mail, Phone, and Website Message** | Rollins Alert!   Emergency!  **<INSERT SPECIFIC PORTION OR ENTIRE CAMPUS>** must evacuate.  Leave the area immediately and follow instructions from authorities.  If you are not in the area, you must stay away.  For additional information and updates, go to emergency.rollins.edu, call (407) 646-2000, or stay tuned to local area media including AM 580 WDBO radio.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Campus Closed/ Classes Canceled

| | |
|---|---|
| **Definition** | Closure of campus and/or cancellation of classes for a specified length of time, and for a<br>specific reason. |
| **Urgency** | Future (more than an hour) |
| **Threat to Life Safety** | Minor (limited threat) |
| **Approval Hierarchy** | **Level 1** |
| **R-Alert Delivery Methods** | ○ Text, Phone, and E-mail Messages<br>○ Rollins College Website (emergency.rollins.edu)<br>○ Department Radios<br>○ Rollins Broadcast E-Mail Messages<br>○ Rollins Broadcast Voice-Mail Messages<br>○ AM 580 WDBO Radio<br>○ Local television stations<br>○ Local radio stations |
| **Text Msg.** | R-Alert!  Rollins campus will be closed **<00:00 PM 00/00/00>** due to **<INSERT REASON HERE>**.  Go to emergency.rollins.edu for more information. |
| **E-Mail,**<br>**Phone, and Website**<br>**Message** | R-Alert!  Attention!  The Rollins campus will be closed as of **<INSERT DAY, DATE, YEAR, AND TIME>** due to **<INSERT REASON HERE>**.  For additional information and<br>updates, go to emergency.rollins.edu, call (407) 646-2000, or stay tuned to local area media<br>including AM 580 WDBO radio.  End of Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

## Biological Threat/ Suspicious Substance/ Object

| | |
|---|---|
| **Definition** | Any suspicious substance or object (i.e. leaking package, white powder, etc.) |
| **Urgency** | Immediate (minutes) |
| **Threat to Life Safety** | Moderate (potential threat) |
| **Approval Hierarchy** | **Level 2** |
| **R-Alert Delivery Methods** | ○ Text, Phone, and E-mail Messages<br>○ Rollins College Website (emergency.rollins.edu)<br>○ Department Radios<br>○ Rollins Broadcast E-Mail Messages<br>○ Rollins Broadcast Voice-Mail Messages |
| **Text Msg.** | R-Alert!  Emergency!  Rollins has received a biological threat.  Prepare to evacuate.  Follow instructions from authorities. |
| **E-Mail, Phone, and Website Message** | R-Alert!  Emergency!  A biological threat has been received by Rollins.  If you are in the<br>vicinity of campus, prepare immediately for possible evacuation.  Listen for instructions<br>from College officials or local authorities and follow them quickly and carefully.  For additional information and updates, go to emergency.rollins.edu or call (407) 646-2000.  End of<br>Message. |
| **Website Alert** | Add to end of Text Message:  Visit emergency.rollins.edu for more information. |

# Section 5:  College Plan Appendices

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SECTION CONTENTS

## 5.1 Organization of the ICS Staff

| POSITION | PRIMARY | ALTERNATE |
|---|---|---|
| Incident Commander | Safety & Emergency Planning Coordinator | 1-6 as appropriate |
| Operations Section Chief | Director of Facilities Management | Maintenance Manager |
| Planning Section Chief | Director of Campus Safety | Operations Coordinator |
| Logistics Section Chief | Director of Business Services | Purchasing Manager |
| Finance/Admin Section Chief | AVP Human Resources & Risk Management | Director of Accounting |
| Public Information Officer | Director of Community Affairs | Marketing Communications Coordinator |

## 5.2 Incident Command Post, Evacuation Shelter, and Emergency Policy Council Locations

| Incident Command Post | Primary Location | 422 W. Fairbanks |
|---|---|---|
| | Secondary Location | Olin Library |
| Evacuation Shelter | Primary Location | Olin Library |
| | Secondary Location | Cornell Campus Center |
| Emergency Policy Council | Primary Locations | 422 W. Fairbanks |
| | Secondary Location | Olin Library |

## 5.3 Incident Command Post Supplies and Support Services

- Furniture – Incident Command Post is fully furnished
- Computers and printers - in place, officers and managers have laptops, network connections are in place (wired and wireless)
- Copiers - one available
- ICS forms and log books - stored in primary location
- Emergency generator - permanently connected; tested periodically
- Flashlights / emergency lighting – Incident Command Post is equipped with automatic emergency lighting
- All critical equipment is on UPS
- TV, VCR, AM/FM radio - all in place. DISH Network installed and operating, with local channels
- Displays, maps, and white boards - in place
- Office supplies - in place
- First aid supplies - in place at the Campus Safety office
- Command staff identification vests - in primary location
- Emergency weather station - in primary location
- Rest area - in Alfond Sports Center, bedding to be provided from housing emergency stocks
- Food - coordination and supply is provided by Food Services, 7-10 day supply is for at least 1500 people is always on hand (See 5.4)
- Water - 100 gallons emergency supply located immediately adjacent to the Incident Command Post. Flow dependent on gravity only, no electricity needed (See 5.4)

## 5.4   Emergency Communications Plan

### I. Overview

At Rollins College, the safety of the students, faculty and staff is our highest priority. Rollins' Emergency Policy Council (EPC), a team comprised of pre-designated senior administrators, meets regularly and stands ready to work in cooperation with the City of Winter Park, Orange County, and other government agencies to coordinate emergency procedures should the need arise. Disasters, emergencies and crises disrupt the College's normal activities and may require activation of the Rollins College Emergency Operations Plan, which is managed by the Department of Campus Safety.

This Emergency Communications Plan, developed and maintained by the Office of Marketing & Communications, provides guidelines for communicating internally with members of the campus community and with members of the media and/or other external constituents in the event of an emergency or crisis. Elements will be tested annually in conjunction with campus-wide emergency table-top exercises or drills.

### II. Procedures

All communication during a crisis will be determined by the EPC. When communicating about an actual or developing crisis, the Public Information Officer (PIO) is responsible for and directs the College's communications with all internal and external audiences. The PIO will determine whether it is appropriate to invoke this plan and will notify the Emergency Communications Team.

The Emergency Communications Team is comprised of representatives from the following departments and organizations:

- Office of Marketing & Communications
- Campus Safety
- Student Affairs
- Costa DeVault (outside publicity firm)

Based on the situation, representatives from other departments may be called upon for information or assistance as needed. Key members of the Emergency Communications Team are required to complete the NIMS training *An Introduction and IS-704 NIMS Communications and Information Management*. [Module available online at http://emilms.fema.gov/IS704/index.htm

### III. Elements of Communication

Emergency communication can be sub-divided into four phases:

1. **Preparedness and Education**—To inform the campus community about the hazards the College faces and to educate the community on steps that they can take to prepare for those hazards and mitigate their impacts.
2. **Emergency Notification and Warning**—To provide timely information alerting individuals about an emergency condition or an urgent situation that exists which may threaten their health and safety, and to provide protective action recommendations.
3. **Post Disaster**—To provide important follow-up information or instructions regarding an ongoing or recently terminated emergency, but does not necessarily require immediate protective actions.
4. **Recovery Information**—To offer longer-term, time indifferent messages that are more informational in nature and not relevant to the immediate health and safety of individuals.

### IV. Rollins Alert System

In October 2011, Rollins launched the *Rollins Alert System*, an emergency notification system that offers the College the ability to notify students, faculty, staff and parents of emergencies via text, phone, e-mail and the Campus Safety Facebook page.

The system is reserved for use only for emergency conditions or urgent situations that may affect the immediate health and safety of members of the campus community. These situations require timely notification and warning, with possible protective action recommendations. It will never be used for advertising or non-emergency alerts.

In addition to the Rollins Alert System, information can also be found at www.rollins.edu, the official source for information during an emergency. "Campus Status" information can always be found at the bottom right corner of the home page.

In an emergency, key individuals from the offices of Marketing & Communications will manage web updates. A headline will appear on www.rollins.edu, which will link to the situation landing page with updates posted in reverse chronological order. In the rare case of an extreme emergency, the landing page of the main Rollins website will be utilized for messaging.

Phone updates will be made on (407) 646-2000, which is accessible to general callers to the campus. This number becomes the *Rollins Information Hotline* in an emergency. Students, faculty, staff and parents may receive recorded updates by calling the main number.

If the server goes down and the Rollins web site is unavailable, the **Rollins College Emergency Notification web site** is available at http://emergency.rollins.edu/.

## V. Location of the Team

Depending on the severity of the situation, the Marketing & Communications team may maintain its operations in 170 W. Fairbanks or may set up in the Incident Command Post at 422 W. Fairbanks Avenue. The Emergency Policy Council will convene meetings in 422 W. Fairbanks.

## VI. Handling the Media

In an emergency situation, the media become a time-consuming external demand. The following procedures will always be followed:

1. The PIO will screen all media inquiries.
2. If necessary, regularly scheduled incident updates (or advisories) will be issued or media briefings may be conducted on-site.
3. The College spokesperson is generally the highest-ranking individual who has direct knowledge of the events. The spokesperson will be determined by the Incident Command Officer and PIO. The PIO may fill in for these individuals.
4. In cases where a crisis is likely to be prolonged and/or especially complex, the PIO or designee may choose to create a Joint Information Center and/or a news media briefing center to coordinate information flow. Consideration will be given to appropriate media staging locations that can accommodate vehicles such as satellite trucks. In the event of a large-scale crisis, news conferences will most likely be held at the Alfond Sports Center (or 422 W. Fairbanks Ave).
5. Communication with the media must occur frequently, as new information is known. Information from news briefings may be captured in audio and/or video and posted to the Rollins website, along with web updates.
6. Effort will be made to monitor news coverage in key media and to correct significant inaccuracies, either in those media themselves or in material distributed by the College.
7. In general, Rollins will welcome reporters and allow them as much access as public safety and good taste permit. PIOs will facilitate access to key knowledgeable individuals and respond quickly to as many requests as possible. PIOs will also accompany members of the media during their time on campus.
8. In the event of a large-scale crisis, it is recommended that access to top ranking officials have a definite end and any follow-up information should be provided in the form of status reports. This will facilitate closure and discourage prolonging the media attention.

## VII. Plan Testing and Validation

The Emergency Communication Plan will be tested annually in conjunction with campus-wide emergency table top exercises or drills. The plan will be checked for accuracy and contact information will be updated twice annually. Responsibility for updating the Emergency Communications Plan rests with the PIO.

## VIII. After-action Report/Review (AAR)

Within a week of the crisis, the PIO will convene the Emergency Communications Team for a review of lessons learned. This AAR may be used to provide summary information to a more comprehensive campus-wide AAR coordinated through Rollins' Emergency Policy Council.

## IX. Emergency Communications Team

The Emergency Communication Team will work closely with Incident Command during an incident. Functions include:

- Create messages (for web and email communication)
- Manage posting of web updates
- Create "supercede" messages on the homepage, update campus status bar
- Manage message distribution (internal and external)
- Create media talking points
- Manage media relations
- Interface with other PIOs

**Incident Command**

| | |
|---|---|
| **Primary:** | Greg Fisher gfisher@rollins.edu |
| | Office (407) 646-2244 |
| **Secondary:** | Ken Miller kmiller@rollins.edu |
| | Office (407) 646-2002 |
| **Third:** | Scott Bitikofer sbitikofer@rollins.edu |
| | Office (407) 646-2137 |

| | |
|---|---|
| **Primary PIO:** | Lauren Bradley lbradley@rollins.edu |
| | Office (407) 646-2203 |
| **Secondary PIO:** | Olivia Horn ohorn@rollins.edu |
| | Office (407) 646-2145 |
| **Third PIO:** | Cindy Bowman LaFronz |
| | cbowman@cfl.rr.com |
| | Office (407) 646-2256 |
| **Fourth PIO:** | Nick Friend nfriend@rollins.edu |
| | Office (407) 646-1548 |

**Primary Web:** Nick Georgoudiou ngeorgoudiou@rollins.edu
Office (407) 646.2341

**Secondary Web:** Linda Watson lmwatson@rollins.edu
Office (407) 629-6391

**Third Web:** Laura Cole ljcole@rollins.edu
Office (407-646-2791

**General:** Kathy Brooks kbrooks@rollins.edu
Office (407) 646-2202

**Role of Student Affairs**

With direction from Marketing & Communications, individuals from Student Affairs will distribute tailored messages (primarily through email) to parents and residential students, post flyers in residence halls and key locations as needed. A back-up PIO will be designated as liaison to Student Affairs.

**Primary:** Karen Hater klhater@rollins.edu

**Secondary:** Leon Hayner lhayner@rollins.edu
Office (407) 646-1771

**Additional Resources:**

With direction from Marketing & Communications, the following representatives will coordinate targeted messaging as needed to students in the Crummer Graduate School of Business or the Hamilton Holt School.

- **Crummer Graduate School of Business**
    - o Lynda Boyce lbboyce@rollins.edu or
    - o Jackie Brito jbrito@rollins.edu or
    - o Pam Clark prclark@rollins.edu or
    - o Steve Gauthier sgauthier@rollins.edu

- **Hamilton Holt School**
    - o Connie Holt cholt@rollins.edu or
      Office (407) 646-2276
    - o Matt Sayti msayti@rollins.edu or
      Office (407) 646-1342

With direction from Marketing & Communications, Widmeyer may assist with distribution of alerts and updates to the media.

- **Widmeyer Communications Higher-Education**

  **Primary:**
  - Chris Messina-Boyer [Chris.MessinaBoyer@widmeyer.com](mailto:Chris.MessinaBoyer@widmeyer.com)
    Office (202) 884-7302

## X. Types of Messages & Message Procedures

- E-mail messages and web updates should contain the same content.

- **E-mail Alerts**
  - All e-mail messages should contain a date stamp at the beginning of the message in this format: **Day, date, time**.
  - Email messages may include video links to press conferences or other appropriate resources.

- **Web Postings**
  - All web postings should have a date stamp in this format: Posted**: Day, date, time.** Provide an estimate of when the next update will be made.
  - In the case of a hurricane or other weather emergency: At the point that the College is closed (or the last safest time to access systems), the following message should be posted on the web site ... "Rollins is now closed until Hurricane xxx passes; please check this page for status."
  - Add the latest update postings above the last posting. Do not delete any of the past postings so that there is running documentation of communications. After the storm, these postings can be printed out for historical records.

*January 2012*

## 5.5  Plans for Emergency Food and Water

In the event of an emergency where the Incident Command Post (ICP) is activated, the campus is closed, and the residents are evacuated to the designated College shelter (Olin Library), the following plan shall be activated for provision of food and water:

- Upon activation of the Incident Command Post, the Director of food services or his/her alternate reports to the ICP and assumes the duties of Food Unit Leader.
- The Food Services emergency phone tree is activated and pre-designated emergency staff report to the campus.
- If power is out, water use on campus is immediately curtailed. Water will be limited to emergency use only, in the following order:
  o Drinking (can be very well supplemented by existing stocks of bottled water.
  o Sanitation (no showers)
  o Toilet flushing
- A central food supply point is designated. Normally this would be the Cornell Campus Center, but circumstances may dictate that some other point be used.
- Food Services emergency staff begins to move available food supplies from the central food supply point. Food Services emergency staff evaluates available stocks and plans menus accordingly.
- Food Services emergency staff, with assistance of Residential Life staff and resident volunteers, if necessary, prepare and distribute food and drinks as necessary.
- Food Unit Leader works with other ICP command staff to insure the availability of food and water for the duration of the emergency.
- Based on normal available supplies, this plan has been determined to be adequate for 1500 people for at least 10 days.

## 5.6  Senior Decision-Making Tree (Order of Authority)

In the event that the President is unavailable or indisposed, ultimate campus leadership authority is passed to members of the President's Senior Staff in the following order:

- The Vice President for Academic Affairs and Provost
- The Vice President for Planning and Dean of the College
- The Vice President and Treasurer
- The Vice President for Advancement

## 5.7  Emergency Contact List

The emergency contact list is available through the office of Campus Safety to authorized individuals.

Please contact:

Greg Fisher, Safety and Emergency Planning Coordinator
(407) 646-2244
gfisher@rollins.edu