

Kenyon College Emergency Operations Plan

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1. Introduction

1.1. Mission Statement

An emergency situation can arise at Kenyon College at any time from any of various sources. The Kenyon College Emergency Operations Plan is a procedural document for organizing, coordinating, and directing available resources toward the control of an emergency. It is also a general document explaining principles necessary to emergency readiness. The plan includes a chain of command establishing the authority and responsibility of various individuals and groups. The plan is subject to changes, updates, and revisions as environments at the College and beyond change. It should be reviewed regularly (as indicated in section 1.6).

1.2. Purpose of Plan

This Emergency Operations Plan outlines the principles and procedures for readiness and response to crises Kenyon might encounter. The plan addresses topics and issues including:

- The types and levels of emergencies
- The composition and responsibilities of the bodies that make up Kenyon's emergency operations team
- Steps to take in response to various emergencies
- Notification, reporting, and recovery procedures
- Evacuation and relocation procedures

1.3. Development of the Plan

The plan was composed of information provided by the Kenyon College Office of Campus Safety and reports from members of the Kenyon and Gambier communities. In preparing this plan, the safety office examined the disaster plans of Knox County, Ohio, and the plans of several other colleges. Security and loss-prevention specialists of Traveler's Property Casualty reviewed an early draft of the plan, and the final document incorporates their suggestions. The document also incorporates information provided by Dan Temple's 2008 report to the College, "A State of Readiness," and AICUO's *Emergency Preparedness Plan Template*. The College's Emergency Readiness Committee reviews and revises the plan annually.

1.4. Essential Principles

With respect to emergencies and crisis response, the objective of Kenyon College is to **achieve** and **maintain a state of readiness**. The College must always be **ready** to:

- **prevent** as many disastrous events as it can from occurring;
- **mitigate** the effects of whatever unexpected and unfortunate events may occur;
- **respond** effectively to these events; and
- **recover** expeditiously from the effects of these events.

1.5. Shelf Plan vs. Handbook

This shelf plan is distinct from, but includes the information given in, the College’s emergency-readiness handbook (“In Case of Emergency: A Guide for the Kenyon Community”). The shelf plan is a comprehensive document containing all possible considerations and it is meant mainly for College administrators and staff responsible in any way for emergency readiness. The handbook is geared specifically toward practical emergency information necessary to community members (students, faculty, and staff). The handbook is designed for easy reference, readability, and storage.

1.6. Basic Plan Maintenance

1.6.1 General Maintenance

- The President designates an Emergency Readiness Committee (ERC) member, usually the Environmental Safety and Emergency Management Specialist or the Emergency Readiness Coordinator, to keep the plan technically current.
- A copy of the latest plan is distributed and reviewed by all College staff identified as playing any role in emergency operations.
- The plan will be updated and reviewed by the ERC annually and/or whenever changes and improvements are made or responsibilities change.
- Updates and changes that should be made generally known to the College community are documented and distributed in College communications.
- Those who serve on the ERC are responsible for helping to keep the plan up to date in their areas of responsibility.

1.6.2 Maintenance of Shelf Plan and Handbook

The Emergency Readiness Coordinator will review the shelf plan and handbook on a regular basis (at least once each semester) and suggest revisions to the Emergency Readiness Committee, either at a regular meeting or otherwise. The Emergency Readiness Committee will also review both the shelf plan and the handbook on an annual basis, both to make sure all information is current and to make any additions resulting from crisis simulations and hazard analyses (see sections 3.2 and 4.3). The handbook should also be reviewed annually (especially prior to reprinting) by staff in the office of student affairs and other offices that have responsibility for the safety of members of the College community. The shelf plan must list on its cover the date of its most recent update.

1.7. Emergency Planning Fundamentals

For several reasons, Kenyon's achievement and maintenance of a state of readiness can only be achieved partially and tentatively. Nevertheless, Kenyon has a responsibility to maintain *a reasonably safe and secure environment* for its community, and must be prepared to *respond well enough to emergencies*. Further, Kenyon should be clear in its own mind about in what respects and to what degree its state of readiness is partial and tentative, and why, and should make some preparations to act and communicate effectively in cases where its security has failed to prevent an emergency, or when some of its actions in response to an emergency have been mistaken, ineffective, or incomplete. Kenyon's definitions of *a reasonably safe and secure environment* and *respond well enough to emergencies* both will change over time, and their conception and evolution should be the result of an on-going, self-conscious process of observation, evaluation and analysis. Emergency readiness requires recognition of the limits to total readiness and perpetual review of what it currently means to be “reasonable safe and secure.”

Actively anticipating emergency situations that might occur, analyzing their consequences, and deciding what actions would constitute best possible response will be one of the most important functions of the College's emergency-operations planners. This emergency operations plan constitutes the current state of that preparation and also lays out the necessary rules and procedures for continuous and ongoing preparation and planning. Planning in advance must do everything possible to offset the lack of time for planning and analysis when an actual crisis occurs. The emergency operations plan must furnish decision makers with all the information (quick-read diagrams, communication protocols, simple summaries of best practices) necessary to help them act correctly when crises demand quick thought and action. Planning in advance also entails practicing responses, through simulated exercises and work with hypothetical crisis scenarios—also described, explained, and scheduled by this emergency operations plan.

1.7.1. Safety Standards: Ongoing Review and Resource Allocation

What *reasonably safe and secure* means will be determined, de facto if not explicitly, through ongoing senior staff and trustee decisions on safety and preparedness projects and policies. The definition will naturally be affected by Kenyon's experiences and by changes in general societal expectations, and the changes will most likely mean escalations of expenditures and emphasis rather than fluctuations. All this means the College should anticipate steady pressure to increase investments in security and safety for the indefinite future. That in itself is no different from many other areas of expenditure, for example, rising minimum standards for student housing, demands for technology services, and faculty salaries, but it needs special thought because the area of security and safety planning and preparation presents special, perhaps unique, characteristics.

1.7.2. Defining “Crisis” for Purposes of Emergency Planning

The word crisis is defined to be, "a psychological or social condition characterized by unusual instability caused by excessive stress and either endangering or felt to endanger the continuity of the individual or his group" (*Merriam-Webster Unabridged Online Dictionary*). Not all unfortunate events, not even all tragic events, need to be classified and treated as institutional crises. For an event to be a crisis for the purposes of this plan, it should have elements that are threatening to the integrity of the College, or elements that might easily lead to damagingly incorrect institutional responses, or be very costly to the College in some way. One of the first acts the institution must take in reaction to an event is to determine the extent to which the event must be treated as a crisis.

One factor in the crisis/non-crisis analysis is the frequency with which this kind of event has happened in the past, and the extent to which the College has built up well understood and successful routines of response. The death of a student, for example, may or may not be a crisis for the institution. If the death is caused by an accident or illness, and the College and its facilities are not factors, then a full-blown crisis response is probably not required and the College should instead focus on supporting the family and friends of the victim as well as it can. This happens often enough (every year or two) that the College knows what to do, and tends to do it very well. If the death is caused by a College activity, or by a failure of some College infrastructure, then it may well be a candidate for crisis treatment because the potential for harm to the College may be very high. Events that have nothing to do with structural or bodily damage may well qualify as institutional crises, if they have the potential to do the College great harm.

It is easier to construct examples of crisis and non-crisis unfortunate events than to make comprehensive definitions. Rather than to extensively analyze the theory of crises and non-crises, this plan will specify that some marginal scenarios be included in crisis simulation exercises to give decision makers experience in thinking about this issue.

It is helpful to categorize crises into two types, "physical" and "social," because they require significantly different responses from the College. Physical crises, like tornados, shootings, fires, etc., usually will bring the necessity of quick and coordinated actions to protect life and property and the need to direct, inform and assure large numbers of people, on-campus and off. Social crises, like embezzlement, exposure of private information, political controversy or unrest, etc., require the College to protect or recover its institutional integrity and its image; the timing and content of the College's information releases will be critical elements of the response. In a physical crisis, rapid action and a well-functioning crisis command function are essential; in social crises it is clear and high-level thinking and close collaboration with competent legal advisors that is needed.

1.7.3. Organizing for Emergency Readiness: Reflex and Reflection

Emergency operations have two essential phases: reflection (or the planning for potential crises) and reflex (action in the case of actual crises). This emergency operations plan assigns these phases to two groups: the Emergency Readiness Committee (ERC) and the Crisis Command Group (CCG). The ERC undertakes routine and continuous planning; the CCG meets and acts when emergency occurs, following (as far as possible) the guidelines set by the ERC. But the ERC should do everything possible to practice “near-reflex” responses, and the CCG should have the benefit of reflexive responses that have been grounded in fully reflective planning. The objective of emergency readiness planning is to develop near-reflex and rapid reflection capacities for crisis response and recovery.

1.7.4. Further Planning Fundamentals

See Dan Temple’s 2008 report to the College, “A State of Readiness,” for fuller explanation of emergency-planning fundamentals. The Emergency Readiness Committee should also review fundamentals and update or add to them here as new developments demand.

1.7.5. Essential Operations Templates

Section 7 of this plan contains instructions for response to specific emergency scenarios. It is important to note, however, that no specific template can really indicate proper response to any real crisis. Crises unfold in unique and unpredictable ways; templates can only give instructions for expected emergencies, which are often not true crises at all. For that reason it is important for the CCG to respond to real crises with full and flexible attention to the demands of the situation at hand—and not to depend upon instructions that are not likely to be fully applicable to it. Even so, templates can helpfully indicate the kind of thinking and response likely to be necessary in certain circumstances, and it might be especially useful—in preparation for crises and perhaps also when they occur—to use these templates as prompts, to cue emergency-response measures.

More generally, it might be useful to become familiar with more basic, generic emergency-response essentials. This section of the plan lists these essential considerations. They also appear at the beginning of section 7, prior to the listing of more specific scenarios and the responses appropriate to them.

All emergency scenarios demand operations at several layers:

- Advance Mitigation
- Readiness
- Initial Response
- Communications
- Ongoing Response

- Recovery
- Reporting

These layers may overlap, and they might not be equally important in all circumstances, but they distinguish the different considerations essential to effective emergency operations. All planning (in advance of crises and during them) should remain aware of the demands specific to each of these levels.

Similarly, crises all demand a certain series of initial-response actions. Planning should take into account the essential need for:

- initial notification of local first-responders in addition to the Office of Campus Safety;
- communications to and among members of the CCG;
- planning for alternative means of communications should regular channels go down;
- determinations of the use of the Crisis Command Center;
- attention to the nature and content of emergency notifications to the community;
- potential need for evacuations;
- potential need for “shelter-in-place” or (to the extent practicable at the College) “lock-down”;
- potential need for quarantine (both in small and larger numbers);
- assistance to persons with disabilities;
- whether or not to discontinue business as usual;
- whether or not to close certain buildings, certain areas, or the College;
- provisions for medical treatment;
- protocols for communicating and working with local first-responders;
- protocols for communicating with the media and off-campus constituencies;
- attention to “disconfirming data” (or information that might indicate something other than what’s apparently known about the crisis)

All planning sessions and table-top exercises should include attention to these essential actions. Crisis operations should likewise make reference to this list (in addition to lists of more specific response protocols) when mapping out response actions as crises unfold.

2. Operations Participants

2.1. Emergency Readiness Committee (ERC)

The Emergency Readiness Committee (ERC) focuses Kenyon's reflective capabilities on planning and exercising for emergency readiness. The ERC is led by the President and includes certain members of senior staff, the heads of Kenyon's first-responder departments, and a few people with specialized skills and knowledge. The ERC is responsible for all elements of Kenyon's emergency state of readiness. It oversees and coordinates the College's first responders; it assumes authorship of the College's emergency operations plan; it submits, on an annual basis, a comprehensive state of readiness plan to senior staff for approval and funding; it manages relationships with key off-campus first responders; it oversees the development and upkeep of a business continuity plan; and it plans and oversees an annual cycle of readiness activities.

The ERC works under the general direction of the President to the following ends:

- take ongoing responsibility for Kenyon's emergency operations plan;
- continuously research the environment for changes in potential threats, safety and security expectations, and new resources, methods, and capabilities that might affect Kenyon's plan;
- define and articulate what is meant in practice by *a reasonably safe and secure environment* for Kenyon, and what Kenyon means by aspiring to *respond well enough to emergencies*;
- articulate and justify in what respects and to what degree *Kenyon's state of readiness is partial and tentative*, and why;
- recommend to senior staff security and safety measures, policies, and procedures that are appropriate to Kenyon's state of readiness.
- initiate and maintain an effective program of community education and crisis procedure awareness, including signage and safety instruction materials;
- As and when ERC deems it appropriate, engage and manage outside consulting services in design, teaching and evaluation;
- periodically review and evaluate Kenyon's first responders' planning and near-reflex capabilities and exercises (including owners of buildings and campus spaces). As and when ERC deems it appropriate, engage and manage outside consulting services in this review and evaluation;
- organize Kenyon's first responders' near-reflex capabilities so that they mesh together effectively;
- periodically review and evaluate Kenyon's relationships with the important off-campus first responders. Develop and maintain ongoing, positive, and cooperative personal relationships with these people: this can be critically important in ensuring that in a crisis

Kenyon receives the best response and cooperation possible. The President and the co-chairs of ERC should participate in relationship-building with the off-campus first responders at least twice a year;

- maintain two or more spaces that can be used as crisis command centers in different areas of the campus, to be utilized as needed in a crisis by Kenyon first responders and the Crisis Command Group (CCG). (See section 2.4.2 for requirements for these spaces.)
- plan and administer simulated crisis exercises for the Crisis Command Group twice a year, and participate in the evaluation of the exercises. Facilitate the observer roles of representative(s) of the board of trustees. As and when ERC deems it appropriate, engage and manage outside consulting services in connection with these exercises;
- oversee a system of delegation, through division heads, to individuals assigned as "owners" of buildings and campus spaces, of responsibility for crisis planning and response specific to individual buildings and campus spaces. Provide leadership and support to these owners, and oversee and evaluate their readiness and effectiveness;
- oversee business continuity plans for each division and function of the College, and for the College as a whole. These plans will form the basis for recovery from any crisis that may occur (see section 8).
- review and coordinate the protection and integrity mechanisms and policies regarding information, information handling policies and procedures (both machine and human), and information infrastructure (paper files, computers and the data network). This is routinely a joint responsibility between LBIS and the information owners, i.e., division heads. The role of the ERC is to provide an overall institutional review and perspective regarding protection and integrity of information, reliability of information infrastructure, and the ability to recover from information loss and/or infrastructural damage or malfunction.

The ERC meets several times a year, and in subgroups on an ad hoc basis as needed. The co-chairs are responsible, along with the President, for implementing and managing an effective working process and schedule for the committee. Work assignments to committee members have the authority of the President, and will be understood by their respective division heads to be high priorities in their work.

Hazard analysis, a critical part of the emergency-readiness routine, is undertaken regularly by a subcommittee of the ERC. The subcommittee is composed of the Dean of Students, the Advisor to the President, the Emergency Management Coordinator, and the Superintendent of Buildings and Grounds.

Membership of the ERC

Leadership:

- President
- CBO
- Dean of Students
- VP of LBIS
- Associate Provost
- Director of Public Affairs

Membership:

- Director of Campus Safety
- Environmental Safety and Emergency Management Specialist
- Assistant Dean of Students for Housing and Residential Life

- Superintendent of Buildings and Grounds
- Director of Health and Counseling
- Director of Information Systems (LBIS)
- Science Faculty Representative
- Building-Owner Representative

The science faculty representative is a faculty member from one of the departments of Physics, Chemistry, or Biology, with a rotation of assignment between departments every two years. This representative faculty member should be one who has good familiarity with the hazardous materials in his or her home department, and will acquire the corresponding knowledge for the other two departments for the duration of the appointment.

The buildings and campus spaces owners representative is a person who holds either building or campus space owner responsibilities, and should be rotated every two years. This representative helps the ERC, Campus Safety, and Maintenance to organize, equip, and support all building/spaces owners for information and policy sharing and cooperation.

2.2. Kenyon First Responders

Kenyon's first responders are mainly campus-safety officers and (to a lesser degree) building representatives, but the entire Kenyon community must be prepared and educated on an on-going basis to maximize the speed at which emergency events are noticed and properly reported to Campus Safety, and Campus Safety must have a clear, well drilled response protocol for these reports. The proper response must be executed by Campus Safety personnel regardless of the immediate availability of any particular member of the department. The response may be dispatch of an officer for direct investigation of the report, and it may trigger a call for help to another Kenyon department and/or an outside first responder, such as the Knox County Sheriff or local Fire/EMS services. In some cases, the campus notification communications system will be used to inform and direct the community. In consultation with the President, the Crisis Command Group, and response protocols, the Emergency Readiness Coordinator determines when and how other parts of the College are notified that a state of emergency or a crisis is in progress and who is informed. Once this has happened, the near-reflex first responder actions already in progress must take place in parallel with actions that keep the Crisis Command Group informed. All this requires rapid analysis, judgment and action on the part of members of the Campus Safety department, which means they must maintain clear guidelines and be well rehearsed.

2.3. Local First Responders and Mutual Aid Agreements

2.3.1. Local First Responders

The off-campus first responders on whom Kenyon depends heavily for assistance in emergencies are the local EMS and Fire departments, the Knox County Sheriff, the local FEMA office, and Knox Community Hospital. During emergencies these first-responders are involved as appropriate, when called in by Kenyon's first responders, and in collaboration with Kenyon's first responders. Once they are on the scene, their own protocols and command structures come into play and must be respected by Kenyon staff and decision makers. The heads of the off-campus first responders are consulted as needed and as they are available by Kenyon staff and the Crisis Command Group. Clearly, it is important that Kenyon staff and the off-campus first responders work well together, and the achievement of this is a primary objective of between-crisis activities of Kenyon first responders and the ERC.

The ERC ensures that Kenyon staff are adequately familiar with off-campus first responders' protocols and command structures, and encourages development of professional and personal relationships with the off-campus first responders' staff and leadership. The off-campus first responders should be shown clearly and repeatedly that Kenyon values and respects their abilities and competence, and wants to be a good and supportive partner. They should be included in table-top and field exercises on the campus often, and often in the simulated crisis exercises for the CCG. The semi-annual simulated crisis exercises for CCG should always

include a social component, a lunch or a dinner, to which the off-campus first responder unit leaders should be invited, whether or not the exercises include them.

The establishment of close, mutually beneficial personal and institutional relationships is the essential backdrop to any attempts by Kenyon to raise the level of competency and responsiveness of off-campus first responders. When the first responder is the conduit between Kenyon and other resources, like the State Police or the FBI, it is important that a jointly developed process be maintained so that Kenyon can gain ready access to these secondary resources when normal communications with the first responder are not working.

If the emergency situation is clearly a Level I or Level II emergency (see 5.3.), the Office of Campus Safety must contact local emergency agencies prior to making any other contacts. Local emergency agencies just assume control of operations in these cases. College officials will be notified and will undertake necessary action in collaboration with local emergency agencies.

2.3.2. Mutual Aid Agreements

It may be beneficial to the College to partner with other institutions to voluntarily provide mutual aid and services to others in the same geographical location. In the event a decision is made for mutual aid, the College's leadership should ensure a legal document is prepared and agreed to by all participants which addresses the following issues:

- Crisis command or emergency operations centers are in place and maintained by all participants to ensure techniques and resources are developed in a common format;
- Similar communication strategies are developed to initiate implementation of the mutual aid agreement;
- The need to provide support for others applies only if the College itself is not in need of its own resources;
- The terms of agreement may include assistance in the form of accepting students for classes;
- Housing of students may be included in the terms of the agreement;
- Updates to other participants on capacities and capabilities should be provided;
- Emergency communications and IT support should be provided;
- Reimbursement of certain expenses should be defined as part of the agreement;
- Indemnification requirements should be defined in the agreement;
- The agreement should have a defined term;
- Addition of future participants should be based on an agreed-upon method by original participants;
- A written notice of intent to leave the mutual aid agreement should be part of the agreement.

2.4. Crisis Command Group and Center

2.4.1. Crisis Command Group (CCG)

When a physical crisis occurs Kenyon's first responders near-reflexively respond, often automatically calling in outside first responders, and as soon as possible notify the reflective organs of the College. The Crisis Command Group (CCG) focuses the College's reflective powers on the emergency. Dormant except for practice sessions and other developmental activities, this group convenes quickly in a crisis for assessment and executive action. In most crisis situations the first responders, Kenyon's and outside, will follow their own rehearsed stimulus-response and interconnected command relationships, including directional and informational communications (mostly with people on the site of the emergency). CCG will monitor the situation as comprehensively as possible without interfering in first responder actions, but as the situation begins to resolve or approaches stasis, CCG begins exercising its executive responsibilities. Reflective decisions on communications with the universe of constituencies are critical, and in some cases (when protocol allows) CCG must issue direct commands to first responders.

CCG will be under great pressure and almost always dealing with uncertainty and unfamiliar situations. The first step the CCG takes in dealing with a reported crisis is to find out what is known about the event and attempt to categorize it into one of several classes of events so that the number of its potential actions and other responses can be safely reduced. It is important to know, for instance, whether the event was caused by the environment, or if by humans, whether intentionally or by accident. Will (or has) the event harmed humans, facilities, or the College's image, or a combination? And, what is the magnitude of the event? Estimating the impact must take into account several variables of harm, as well as community expectations.

This plan establishes the following provisions and offers CCG the following assists:

- a quick-read protocol to help in crystallizing the nature of a physical crisis (see Appendix B);
- appropriately equipped meeting places;
- ready access to information that is likely to be needed in a crisis;
- advice on how CCG discussions and decision making should be conducted;
- standard procedures and special considerations in the event of specific crisis scenarios (see sections 1 and 7);
- and experience in dealing with unfamiliar events through simulated emergencies.

The objective of a quick-read protocol is to assist the CCG in sorting out what is known about the emergency and thus helping them to move as rapidly and accurately as possible through assessment, evaluation, prediction, and judgment. The protocol is not perfect and the ERC may

want to revise it or experiment with different forms. See Appendix B: "Quick-Read Protocol for the Crisis Command Group."

The Crisis Command Group has a somewhat flexible membership since it must convene on the schedule of the crisis rather than of the College's leaders, and because the unique characteristics of the crisis may require special expertise. For planning and practice purposes it consists of:

- President
- Provost
- Dean of Students
- Chief Business Officer
- VP of LBIS
- Director of Public Affairs
- Director of Campus Safety
- Environmental Safety and Emergency Management Specialist
- Assistant Dean of Students for Housing and Residential Life
- Director of Health and Counseling
- Superintendent of Buildings and Grounds

The President will always be the leader if he or she is on site or in effective communication with the CCG. In the President's absence, the role passes to leader 2, and so on. The presence of a designated leader, and the readiness and competence of that person to assume the role of leader, is critical to the success of CCG.

The CCG should maintain a current list of contact information for all members. Emergency communication systems should all make special provisions for notification of CCG members and arrangements to convene the group. The CCG should be prepared to meet through teleconference or other virtual means; each member should have on file all potentially necessary conference-call dial-up information as well as information on other potential meeting modes.

The CCG may include or consult with others beyond its regular members. These potential additional participants include: a representative from college food services; a representative from the faith-based community; a representative from the Village of Gambier; and representatives from local first responders. These potential additional participants must be specified and notified of their potential service to the CCG.

2.4.2. Crisis Command Center

In each crisis command center, the CCG should have reliable, redundant and ready access to the following information:

- all building floor plans
- campus maps showing utility runs

- hazardous materials placement and handling procedures
- building owners and building emergency response plans
- Kenyon and likely outside resources telephone numbers
- lists of students:
 - alphabetical by name, with year, dorm, floor of dorm, dorm room number, telephone numbers, class schedule, home and parent information.
 - by year
 - by dorm, by dorm floor, and by dorm-room number
 - by classes
- class schedules and rosters:
 - by department
 - by faculty member
 - by day and time
 - by building, by floor of building, and by room number
- list of employees:
 - alphabetical by name, with class schedule if faculty, department, building, floor of building, office number, office phone number, home and family information.
 - by classes
 - by department
 - by building, by floor of building, and by office number

Paper records have the disadvantage of being difficult to keep up-to-date, so all of this information is compiled and organized into an electronic "crisis information database" (CID) which is continuously updated from the central administrative information systems, and designed to facilitate ready search and display of the information in all the ways listed above. The preferable access to the crisis information database is through the campus network using any computer, from on-campus or off-campus. The database is protected by limiting access to a list of authorized network accounts and passwords. However, there must be a way to access the CID in the event the data network or database server is not accessible. Therefore in each crisis command center, a laptop computer attached to the network is continuously updated with the latest information (to serve as a "mirror" of the CID). In the event of a crisis, that laptop computer may be used by the CCG to access information, either from the central database, or from the data on the laptop local disk drive should the network be inaccessible. Extra charged batteries must be available to guarantee usability for many hours even if commercial power and local generation both failed, or if CCG had to move to another location. To add flexibility and redundancy, several members of the CCG may have the same "mirror" system on their own laptop computers, which they would then bring to the crisis command center when the CCG meets.

2.5. The Office of Campus Safety

This plan designates the Office of Campus Safety as the initial contact for reporting all emergency situations as well as the Crisis Command Center for initial emergency response. In the event that the Office of Campus Safety is deemed not secure because of its close proximity to the emergency, and/or in the event that the emergency requires activation of the Crisis Command Group, emergency response will be managed at the Crisis Command Center (in the basement of the Eaton Center North).

The roles of Safety and Security staff are varied and critical. They make up a large portion of the College's sense organs for trouble, are the first people on the scene in many cases, and have the ability to quickly administer aid and determine what additional expertise is needed and summon it expeditiously. When Campus Safety staff are not the original detectors of trouble, they are likely to be the first College entity to be notified and to respond to a trouble report. Training and response exercises are very important for the proper functioning of this department and should be a high priority.

Relationships between members of Campus Safety and outside first responders is also very important, in particular the local Fire and EMS services. A high level of cooperation and mutual planning and exercising should be standard. The Director of Campus Safety (currently also the Emergency Management Coordinator) should take the lead role in the development and Maintenance of a close collaborative and personal relationship with the heads of the local Fire and EMS services, and with the Knox County Sheriff.

Campus Safety at the present time performs its duties at a high level, and can be counted on to know and exercise its responsibilities without specific instruction from the main part of this plan. See Appendix G for information on Campus Safety documents, plans and procedures.

Campus Safety also maintains a phone-line dedicated to information on severe weather, college closing, and emergency situations: 427-7007.

2.6. Residential Life

The Office of Housing and Residential Life plays a major role in emergency readiness planning. Residential life continuously reviews student-safety concerns and policies and is responsible for plans to evacuate individual and multiple residential buildings and for plans to evacuate all students to a safe location on-campus (or, in collaboration with the local FEMA first responder agency, off-campus altogether). Residential life also maintain coordinated plans to shelter and feed evacuated students, in collaboration with Kenyon's food services contractor and the owners of buildings and spaces being used as evacuation sites.

The Assistant Dean of Students for Housing and Residential Life should take the lead role in the development and Maintenance of a close collaborative and personal relationship with the head of the local FEMA first responder agency.

See Appendix G for information on residential-life documents, plans, and procedures.

2.7. Maintenance

Maintenance is the emergency operations plan's main source of information about the College's built environment and its lands. It therefore is central to the College's ability to respond to virtually every emergency situation. Maintenance maintains up-to-date plans of all campus buildings and utility runs, and is prepared to make these quickly available to first responders and the CCG as needed during an emergency. The department also has great technical knowledge of infrastructure and materials on campus that are likely to be needed, and is prepared to quickly respond to information needs that may emerge. In addition, Maintenance has a staff of trained, experienced, and skilled workers that may be needed in any number of ways in an emergency, and so it maintains plans that enable it to respond quickly as needed. Maintenance needs to be a quick and flexible collaborator and supporter of other Kenyon First Responders, off-campus first responders, and the CCG.

See Appendix G for information on Maintenance Department documents, plans and procedures.

2.8. Health and Counseling

Health and Counseling is critical in any situation that involves harm to individuals and works to lead and supplement medical efforts of other Kenyon first responders, off-campus EMS services, and Knox Community Hospital. The department must take the lead in informing and guiding the ERC in assessing and planning for possible epidemics, incidents that harm large numbers of individuals, and all situations that could require any form of medical attention. They also play a leading role in activities that address psychological recovery of Kenyon community members from crisis-inflicted emotional or mental trauma. Health and Counseling must review all emergency policies, preparations, and equipment to ensure that they make adequate provisions for illness and injury prevention as well as management of potential illnesses and recovery in situations that entail bodily or mental harm or distress.

The head of Health and Counseling should be the primary contact for maintaining an ongoing cooperative collaboration with local EMS services and Knox Community Hospital.

2.9. Building Representatives

The ERC, with the collaboration of the division heads, assigns "owners" or representatives to each campus building and campus space. These individuals are responsible, with the support of ERC, Safety and Security, Maintenance, and the Registrar, for keeping up-to-date records of the plans and uses of their building or space that can be quickly accessed in an emergency by first responders or the CCG. The owners identify and provide instructions on locating spaces in their building that can be used as safe weather shelters, and make sure that evacuation routes are properly marked and that the users of the building are instructed on finding the exits and shelter areas. Some buildings have hazardous materials, and the building owners, in collaboration with the science faculty representative, see that there are readily accessible plans for dealing with protection of these materials as well as their escape.

The ERC directs and coordinates the work of building owners so that redundant effort is minimized, recognizing that every building is unique in some respects and the special knowledge the owner brings may be critical to a crisis response.

See Appendix I for a current list of building representatives. See "Kenyon College Floor Plans" for building layouts and other information.

It is important to note that building representatives have no responsibilities during actual emergency events, other than those related to the responsibilities indicated above. They do not serve as first responders themselves.

2.10. LBIS

Library and Information Services is listed as a First Responder for crises involving information integrity and information infrastructure. LBIS should take the lead in developing and evolving information infrastructure, policies and procedures that maintain an appropriate level of security and redundancy. In this effort, LBIS acts as a partner with the various information owners. As the focus of the College's information expertise and the provider of information support services, LBIS must take the leadership role in protecting information and infrastructure, and in planning for recovery from invasion of privacy, loss of information, and disruption of services.

See Appendix G for information on LBIS emergency plans.

2.11. Senior Staff

Senior Staff is a critically important organizational entity in terms of the College's state of readiness, because it is Senior Staff that makes the final decisions on proposed expenditures and policies. Senior Staff therefore works in collaboration with the ERC, approving allocations and recommendations brought by ERC's representatives (mainly the President, who serves as chair of the ERC) and helping to disseminate emergency readiness policies to the respective divisions

represented by Senior Staff. See 4.2 for more information on the role of Senior Staff in making decisions on emergency-readiness measures.

2.12. Emergency Response Coordinator

The Emergency Response Coordinator oversees all practical operations involved in the Emergency Operations Plan. The Coordinator works with the Environmental Safety and Emergency Management Specialist to ensure that all plan policy corresponds to actual capabilities and practices across the College. The Coordinator also helps ensure that College personnel receive adequate training (see below) and oversees crisis simulations and exercises. Currently—and essentially, given the nature of emergency operations at Kenyon—the ERC is also the Director of Campus Safety.

2.13. Environmental Safety and Emergency Management Specialist

The Emergency Management and Environmental Safety Specialist oversees key functions of the College's emergency operations plan, assists employees and students to work safely with potentially hazardous materials and equipment, and interfaces with external constituencies on behalf of the College. Reporting to one of the Associate Provosts, the EMES Specialist is responsible for:

- Maintaining the College's emergency-management and environmental-safety plans, documents, and records;
- Keeping the College current on emergency-management and environmental-safety compliance regulations and best practices;
- Participating in the work of various standing committees including:
 - Local Emergency Planning Commission (LEPC)
 - Kenyon Institutional Biosafety Committee (IBC)
 - Kenyon Emergency Readiness Committee (ERC)
 - Kenyon Crisis Command Group (CCG)
- Arranging hazardous waste haul-outs two times per year;
- Communicating with various licensing and regulatory agencies and facilitating communication between such agencies and other Kenyon employees;
- Coordinating safety-issue awareness and readiness in College buildings and in the community;
- Participating in management of drills, training, and related safety and crisis-preparation endeavors.

As the College's main emergency management staffer, the EMES Specialist also covers the following functions:

- Coordinate meetings of the ERC: schedule and plan meetings for hazard analysis and tabletop exercises, in collaboration with the Director of Campus Safety.
- Maintain the College's Emergency Operations Plan: undertake annual review of the document with routine and special revision to general plans, specific response scenarios, and listings of items (such as available refuge shelters, evacuation vehicles, etc).
- Maintain and publicize the College's "In Case of Emergency" information guide.
- Prepare reports and correspondence related to chemical and biological waste disposal, radiation licensing, the Institutional Biosafety Committee, Hazardous Materials Inventory, Emergency Planning and Community Right-to-Know Act, and any other regulatory reporting requirements.
- Maintain institution-wide catalog of Material Data Safety Sheets (MSDSs), scanning and electronically archiving sheets sent by purchasers/users.
- Maintain resources for disaster reports, after-action reports, damage assessments, and other recovery/reporting functions.
- Maintain the interface between the ConnectED emergency-notifications system and the Emergency Operations Plan.
- Organize the work of the IBC and maintain its schedule, records, web pages, and reports, including correspondence with regulatory and granting agencies.
- Act as Kenyon contact for regulatory agencies concerned with hazardous materials and radiation-generating equipment as well as local emergency first-responders.
- Coordinate with departmental designees to organize and facilitate hazardous waste storage and disposal, including proper disposal of dry cell batteries.
- Coordinate with student groups and community organizations concerned with issues related to emergency readiness.
- Serve as chief Building Emergency Coordinator, managing BEC responsibilities and overseeing assessment and Maintenance of building safety and evacuation procedures.
- Schedule, notify, and manage hazardous waste haul-outs two times each year.
- Manage Hazardous Materials Disposal budget.
- Maintain clear lines of communication with LEPC and Campus Safety office on issues including emergency response and waste haul-out schedules.
- Help run emergency drills, exercises, and simulations.
- Help implement campus-wide emergency training (according to the guidelines and programs administered by the National Incident Management System (NIMS) and also according to special Kenyon facility needs).
- Actively pursue updated knowledge and news regarding regulations and compliance.
- Respond to requests for information on regulatory issues, including surveying peer institutions and reporting their compliance strategies.

2.14. Collaboration among Operations Participants

In any crisis, the participants listed in this section will work together, through their representatives and as they implement emergency operations in their respective divisions and offices. It is crucial that collaborative action among operations participants be “fast and light” as well as relatively “decentralized” and “flat.” When the ERC meets to set emergency operations policy, to schedule training events, and to plan the system of delegation through which operations work, it is important that hierarchies “flatten” so that crucial information and recommendations flow unimpeded across the College’s leadership structures. Every member of the ERC must feel licensed to speak plainly and to assert the expertise conferred upon them by their role in relation to potential emergency situations. When the CCG meets to respond to a crisis, it is crucial that this “flat” governance structure enable all members of the group to present potentially “disconfirming information”—the divergent point of view that might make a decisive difference to effective emergency response. It is also crucial that a decentralized governance structure enable a “fast and light” response, characterized by the speed and ease with which operations can be implemented by those responsible directly for the various aspects of it.

Both the ERC and the CCG should look out for potential hindrances to effective collaborative interactions within their groups and across the areas they represent.

3. Operations Preparation Events

3.1. Annual Cycle of Readiness Events

- **July:** President meets with the Environmental Safety and Emergency Management Specialist to begin to plan any emergency-operations programming for the annual Senior Staff/Executive Committee planning retreat in August.
- **August:** Kenyon's emergency operations appears on the agenda for the annual Senior Staff and Executive Committee of the Faculty Retreat. The discussion and/or presentation under this agenda item is the responsibility of the Emergency Readiness Committee. The objective of the permanent agenda item is three-fold: to review the state of readiness of the College; to introduce new preventative measures that will be submitted for inclusion in the Fall Operating and Capital Budget deliberations; and to raise awareness in the College leadership of crisis readiness implications in general. ERC may assign reading material—at least this plan, and perhaps also an article or portion of a book that offers valuable insight into some aspect of crisis impact or management—to all attendees prior to the meeting.
- **September:** Crisis Command Group holds a one-day simulated crisis practice session, in conjunction with a social event hosted by ERC for non-Kenyon first responders. In preparation to this event, all members of the CCG read or re-read the current version of this plan.
- **September:** President and ERC plan an emergency operations report to the fall meeting of the Board of Trustees.
- **October:** President reports on emergency operations matters, including items to be submitted to the annual budget process, to the Board of Trustees.
- **November:** ERC submits a comprehensive statement to Senior Staff on the College's emergency operations, including items for capital and/or operating budget consideration.
- **February:** Winter meeting of the ERC, to plan spring simulations and exercise events.
- **March:** Crisis Command Group holds a one-day simulated crisis practice session, in conjunction with a social event hosted by ERC for non-Kenyon first responders. In preparation to this event, all members of the CCG should read or re-read the then current version of this plan.
- **March:** President and ERC plan emergency operations report to the spring meeting of the Board of Trustees.
- **April:** President reports on emergency operations to the Board of Trustees.
- **May:** final meeting of the ERC, to review the year's events and activities and to discuss potential alterations to the Emergency Operations Plan.

3.2. Simulations, Drills, and Exercises

There are various kinds of simulations, drills, and exercises, ranging from tabletop exercises (in which the CCG or a sub-group talks through a potential crisis scenario) to partial simulations (involving just a portion of the community going through the stages of emergency response) to full drills (which involve the whole community as well as local first responders). The College aims to stage each of these annually. Tabletop exercises should involve a fully detailed scenario with unfolding crisis elements and for that reason they may have a more extensive time-frame than staged simulation and drill events. Ideally, staged simulation and drill events also have tabletop components (in follow-up and debriefing meetings). A year's events might lead from a first tabletop scenario to a limited and then a full simulation in order to build from initial planning to actual practice in emergency operations.

Creating a good crisis simulation exercise is similar in some respects to writing a play. A good idea for the hypothetical crisis is the starting point. The idea should appear to the CCG to be a feasible possibility, but at the same time have unfamiliar elements that stretch the members' imaginations. The process of the exercise must be realistic, and scripted so that information appears to the group at appropriate times during the exercise. It may be possible at times to go back and restart the exercise to see if better alternative decisions might be made, but this is very artificial and may not be useful or usable very often. At the end of the exercise an evaluation should occur, and this should be planned into the event—someone must observe and offer evaluative comments. Off-campus first responders should be included in some scenario exercises, and it may be useful to invite some selected members of the media to play the role of reporters.

The development, organization, facilitation, and analysis of crisis simulation exercises is a complex problem that must be given appropriate attention. The Emergency Management Coordinator should work with local first responders to make sure all exercises (not just full drills and simulations) are thorough and rigorous. Crisis simulation exercises are best when planned by someone other than those who will be the main participants. The Knox County FEMA director is experienced in creating and directing simulated crisis exercises and is most likely the College's best partner for this aspect of emergency operations.

The scenarios for the exercises should be chosen not only for their likelihood of occurrence, but for their features and the kind of details (emotions, thinking, acting, communicating, and public reactions) the real situation being simulated may entail. They should also stimulate serious examination of areas in which the campus and policies and procedures make Kenyon vulnerable to emergency incidents. For example, if the CCG is doing two simulated crisis exercises in a day, one scenario might involve a faculty member holding a class of students hostage at gunpoint, and the other a student being killed by a car while walking to the environmental center. In both of these scenarios, CCG will mainly have to focus on communications issues, with the families and friends of the victims, and with the general public via the media. In the first case, a CCG

problem will be what to say about the personal background and motivations of the faculty member (in the scenario he or she might have just been denied tenure in a close run decision). In the other case, CCG will have to deal with questions about the safety of the route to the environmental center, which will provoke questions and discussion of ways the route could have been improved and why it was not. Over time, exercises should cover all the emergencies Kenyon may face, in everything from tabletop to partial simulation to full-drill form.

3.3 Training

It is essential that all College personnel receive some form of emergency management training. The level and degree may vary (depending on position and responsibilities) but training should take place according to the guidelines established by the National Incident Management System (NIMS).

NIMS is a framework used nationally for emergency response. Its development began February 28, 2003, with President George W. Bush's *Homeland Security Presidential Directive (HSPD)-5, Management of Domestic Incidents*. It was released for implementation on March 1, 2004. The 2003 Presidential directive requires all federal agencies to supply NIMS training. NIMS adoption is also required of all organizations receiving federal preparedness assistance and is the recommended training program for organizations more generally.

The FEMA website states, "The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment." For more information, see the FEMA site, which is currently at:

<http://www.fema.gov/emergency/nims/>

Staff in the Office of Campus Safety receive full NIMS training. Other staff receive at least introductory training, and senior administrators receive special training for executive leadership. Here is a basic sample list of relevant NIMS training courses:

- IS 700 and ICS 100: Introduction to ICS, for all those who play a general role in emergency operations, including all college staff;
- ICS 200, for those who play a critical role and will take responsibility for initial response actions, including safety officers and building emergency coordinators;
- ICS 300 & 400, for those in leadership roles, including all members of our emergency readiness committee;
- ICS G-402 ICS/NIMS for Executives, for our senior-level administrative staff;
- Other IS and ESF position-specific courses as pertinent to staff in transportation, communication, public health, etc.—for example, IS-702 for our Director of Public Affairs, IS-702 for key staff in Maintenance.

These training courses are typically free of charge and many of them are available online. The College's Emergency Management Coordinator oversees training programs, making sure all staff in the Office of Campus Safety receive necessary training and also setting up a cycle of training for other staff (most importantly, building emergency coordinators, senior-level administrative staff, and members of the ERC and CCG).

3.4. Emergency Equipment: Testing

Emergency Equipment on or near the Kenyon campus includes: fire alarms in all residential and non-residential facilities, tornado siren, 22 blue-light call boxes, emergency lighting, and emergency-messaging systems.

Emergency equipment is checked and tested regularly, as follows. The Office of Campus Safety oversees testing unless otherwise specified.

- Fire alarms in all residential facilities are tested every 30 days of occupancy. Testing includes an unannounced drill in which the alarm is sounded and the evacuation is timed for efficiency. (The Office of Residential Life)
- Fire alarms in all non-residential facilities are tested every six (6) months.
- Third-party fire alarms are tested annually, as required by state regulations.
- The tornado siren is tested on the first and third Fridays of each month. The testing is done by the Knox County Sheriff's Office. It is important to make sure the community knows how to respond to these tests and how test sirens differ from those that sound in real emergencies.
- All 22 blue-light call boxes are tested weekly during occupancy. A Maintenance form completed for each call box specified any problems and repairs.
- Emergency lighting in all of the residential buildings is checked weekly.
- Fire-safety walk-throughs are conducted in all residential buildings throughout the year. This program is conducted by the Office of Residential Life.
- The ConnectED messaging system is tested annually.

Safety checks on other items (such as exit lights) are performed daily as routine patrols allow. Any malfunction or damage to the equipment is logged, and the proper College department is notified.

4. Operations Planning

4.1. Types of Crises

Although it is impossible to predict all crises, some are more likely to take place at Kenyon than others, and it is important to take all possible measures to anticipate even events that are unlikely to happen here. Readiness for all possible crises requires different forms of operations planning, including distinguishing among types of crises in order to clarify general procedures likely to be necessary in the case of specific crises we cannot precisely predict.

For the purpose of crisis-preparation, it helps to assign these crises to more general categories, which include: physical and social crises; natural vs. man-made; internal vs. external; short-term vs. long term; life-threatening vs. non-life-threatening; and localized vs. general. Significant differences in response patterns will be observed between "physical" and "social" crises.

A social crisis may result from unethical behavior by a member of the Kenyon community (e.g., a faculty member has fabricated academic credentials), a non-violent crime (e.g., a staff member is part of a credit card number theft ring), or a social or political controversy on campus (e.g., a College group invites a highly controversial speaker to campus). The potential for harm is extensive; financial loss, lowered prestige, loss of institution-critical information, and exposure of private information can all be quite costly. The College may become aware of the event before it becomes widely known or before it happens, or may learn about it for the first time in the public media: newspaper, television, or web site. The degree to which the College may be harmed can vary considerably, as can the degree to which the College will have any ability to take action beyond the crafting and timing of messages. First-responder actions will probably be limited to LBIS action to investigate and recover from privacy invasion or loss of information, although a social or political controversy could lead to a physical crisis requiring other First Responder action. The CCG in a social crisis will probably be limited in participation to those indicated with an asterisk in the membership table below.

A physical crisis may result from environmental or human causes, and the human cause may be intentional or accidental. The scope of the crisis may be **regional or wider** (e.g., a weather related threat), it may be a **campus emergency** (e.g., hostages are being held at gun point), or it may be a **critical incident**, an event whose initial impact is limited to a specific segment or subgroup within the institution. The College may be aware of the likelihood of a crisis occurring, as with forecasts of floods or tornados, or may become aware during the crisis or after it is over. Potential for harm ranges widely: death, injury, sickness, psychological damage, damage to facilities or infrastructure, financial loss, lowered prestige, loss of institution-critical information, and exposure of private information. In a physical crisis First Responders play a critical near-reflexive role, and the CCG must make rapid decisions and see that proper communications is carried out.

Most of the information in this plan is aimed at physical crises, because social crises are less amenable to forecasts of required action and generally require less time sensitive decision making. But because physical crises will also have social-crisis implications, it is important to plan for social crises as far as possible, and to include relevant planning measures in composition of all emergency operations protocols and readiness exercises.

4.2. Methodology for Decisions on Safety Measures

The ERC meets regularly for operations planning and reviews measures planned for all potential crises. Although this plan lists basic protocols for emergency operations, decisions on these protocols and other measures are never final, but should be subject to perpetual review and new decision-making. What follows here is a methodology for this decision-making process, to be used in cases where some systematic approach seems necessary to guarantee objective and thorough consideration.

Table II below, *Decision Matrix for Proposed Security Expenditure*, is a guide to deciding whether or not to implement any given proposal to guard against, or prevent, a hypothesized unfortunate event, or class of events. What *reasonable* means for precautions against a category of emergencies is a function of the probability of occurrence, the consequences of occurrence, and the availability and cost of precautionary measures. These calculations will usually be highly subjective but some rationality can be applied to the decision-making process, with the advantage of showing clearly what subjective judgments have been made and where.

Following Table II from left to right, decision makers first consider what the probability is that the hypothesized event(s) will occur. This will require some determination of the appropriate time frame (e.g., 1 year, 5 years), because any event that has any chance of happening at all will almost certainly occur given a sufficiently long time frame. See Table I, which shows the multi-year time-frame odds of an event that has a given chance of happening in one year. The time frame may be directly implied by the proposal; most tools or systems have an expected useful lifetime. Given the accepted time frame, decision makers have to decide if the probability the event will occur is *low*, *medium*, or *high*. Depending on the kind of event, there will be more or less experiential information about its likelihood of occurring. If it is a more generic than locally unique kind of event (like a tornado, for example), there will be more data to apply. There will always remain an element of subjective judgment in the choice. In general, the higher the probability of occurrence the more likely the College will be to implement an effective response .

The next step is to decide how bad the consequences of an occurrence would be, on a scale of *not too bad*, *bad*, and *really bad*. For some events this will be easy, for others more difficult. There are likely to be sharply differing views among the decision team about the tolerability of given hypothetical consequences. There may be a range of possible consequences of an event, and this will complicate the analysis. In some cases it may be necessary to split the hypothetical event into two or more events with differing consequences. It is important to remember that political

and morale consequences can be quite as real as those more easily quantified, and that there may be political/morale consequences of the decision to implement or not, independent of the occurrence of the hypothesized emergency.

Finally the cost of prevention must be considered, *low*, *significant*, or *high*. In general, if the cost is considered to be *low* there is a greater chance the College will implement a proposed response measure. The numerical definitions of these values may be different at different times in the financial life of the College. It may be useful for the decision team to have discussed at some length the general question of the maximum and minimum amounts, or proportions, of the College's resources that should be spent on security. Some costs may not be monetary, but quite real and important to consider. There may also be more than one way to address a particular threat, with different costs, different time frames, and perhaps different levels of effectiveness. These variables may be simply enough presented to be considered in the process, or it may be helpful, for sake of clarity, to separate a single proposal into more than one so that each may be put through the decision process independently (with interdependent conditional decisions).

The process of setting values for the elements *probability*, *consequences*, and *cost*, will select an answer in the right-most (*decision*) column: *no*, *maybe*, *probably*, or *yes*. This process, and the table, does not remove all doubt, ambiguity, and disagreement from decision making on security proposals, but it provides an orderly process by which to address the components of the decision and it shows clearly where the subjective judgments and trade-offs exist. It should also facilitate explanations of the College's policy and decision making on security matters, to the Board, the community, or if the worst happens, to the press.

A similar process and the same decision table, using the column titles at the bottom, can be used to consider proposed safety and emergency related policies and procedures. The first step is to consider the probability the proposed policy or procedure will be needed, or invoked, if approved. Then the consequences of having or not having such a policy or procedure must be discussed, including political considerations. Finally, the costs, in money, time, and the possible resulting inconvenience or inefficiency, of implementing the proposal is considered, and the likelihood of the proposal being effective is estimated. Then the rightmost column cell selected indicates whether the proposal should be approved. As in the case of proposed security expenditures, this process does not remove the necessity for hard analysis and subjective judgments, but it guides the process in an efficient way and increases the chances that all aspects are considered.

All proposals for security and safety measures should be considered in the context of the measures and policies already in place. Some proposals that are not brought in as security matters may have security implications nonetheless, and should be considered from that perspective as well before a decision is finalized.

TABLE I

WHAT ARE THE ODDS AN EVENT WILL OCCUR AT LEAST ONCE IN A PERIOD OF "N" YEARS?								
"N"	odds the event will occur in one year:							
	0.01%	0.10%	1%	2%	4%	6%	8%	10%
1	0.01%	0.10%	1.0%	2.0%	4.0%	6.0%	8.0%	10%
2	0.02%	0.20%	2.0%	4.0%	7.8%	12%	15%	19%
3	0.03%	0.30%	3.0%	5.9%	12%	17%	22%	27%
4	0.04%	0.40%	3.9%	7.8%	15%	22%	28%	34%
5	0.05%	0.50%	4.9%	10%	18%	27%	34%	41%
6	0.06%	0.60%	5.9%	11%	22%	31%	39%	47%
7	0.07%	0.70%	6.8%	13%	25%	35%	44%	52%
8	0.08%	0.80%	7.7%	15%	28%	39%	49%	57%
9	0.09%	0.90%	8.6%	17%	31%	43%	53%	61%
10	0.10%	1.00%	10%	18%	34%	46%	57%	65%
11	0.11%	1.09%	10%	20%	36%	49%	60%	69%
12	0.12%	1.19%	11%	22%	39%	52%	63%	72%
13	0.13%	1.29%	12%	23%	41%	55%	66%	75%
14	0.14%	1.39%	13%	25%	44%	58%	69%	77%
15	0.15%	1.49%	14%	26%	46%	60%	71%	79%
16	0.16%	1.59%	15%	28%	48%	63%	74%	81%
17	0.17%	1.69%	16%	29%	50%	65%	76%	83%
18	0.18%	1.78%	17%	30%	52%	67%	78%	85%
19	0.19%	1.88%	17%	32%	54%	69%	79%	86%
20	0.20%	1.98%	18%	33%	56%	71%	81%	88%

TABLE II

Decision Matrix for Proposed Security Expenditure			
probability the event will occur	consequences of the event occurring	cost of prevention	decision
low	not too bad	small	maybe
		significant	no
		high	no
	bad	small	yes
		significant	maybe
		high	maybe
	really bad	small	yes
		significant	yes
		high	maybe
medium	not too bad	small	probably
		significant	maybe
		high	no
	bad	small	yes
		significant	yes
		high	maybe
	really bad	small	yes
		significant	yes
		high	probably
high	not too bad	small	yes
		significant	yes
		high	maybe
	bad	small	yes
		significant	yes
		high	probably
	really bad	small	yes
		significant	yes
		high	yes
probability the policy or procedure will be needed or invoked	consequences of not having the policy or procedure	cost of the policy or procedure	decision
Decision Matrix for Proposed Security Policy or Procedure			

4.3. Hazard Analysis

A hazard analysis is an assessment of the risk of crisis—of the likelihood of its occurrence and the measures necessary for response. It is a discussion of the probability of a given crisis, its likely nature, and the appropriate measures for readiness, response, and recovery. Hazard analyses are conducted in order to determine the extent to which the College ought to prepare for crises. Often they entail table-top scenarios in which participants walk through the likely stages of an unfolding crisis in order to determine all possible implications. Hazard analyses are specific to such crisis scenarios but they should also involve general assessments and unlikely factors that might intensify or change the nature of the crisis in question. This plan’s section 4.2. (“Methodology for Decisions on Safety Measures”) outlines the specifics of hazard-analysis procedure. Hazard analysis is simply the technical term for the process outlined. Analyses should take place at every meeting of the ERC. The Emergency Management Coordinator should consider all possible analyses on a regular basis, making provisions to update this plan according to their results.

5. Responding to a Crisis

In the event of a crisis, the President and/or the Emergency Management Coordinator convene the Crisis Command Group (CCG), in the most convenient setting, in the Crisis Command Center, or electronically (as required by the situation at hand). This section includes general information on crisis response. See sections 6 and 7 for specific crisis-response protocols.

5.1. CCG Discussions and Decision Making

In dealing with a physical crisis, the CCG must act as a single brain with a supporting cast of informers and advisors. This is the case because CCG must act in rapid reflection mode. Typically, in a College analysis and decision making process, even though the President is the final decision maker, discussion and debate over matters to be decided tend to be long, thorough, and highly redundant. The President usually participates in the process as one among equals in a “flat” command structure until the point of decision is finally reached, and even then it is not uncommon for participants to continue expressing contrary views, reservations, and questions.

In the middle of a crisis, however, such a process will not work. The job of the leader is to make decisions that seem to the leader to be correct, no matter how much visible evidence is available or how much consensus there may seem to be in the group. The members who are not the leader are there to support the leader in this process, in the leader's terms and on the leader's time frame. This means they have very restricted roles to play, especially when compared to normal College processes. They must provide to the leader whatever new information they have about the crisis situation, in a concise, non-repetitive, and complete manner. When asked by the leader for recommendations or opinions, they must without fear or favor give their own best judgment answers, making it clear where they are in doubt but not at length. When the leader has heard enough they must willingly shut up. There must be no arguing with the leader, and any arguing between CCG members must be at the direction of the leader.

At the same time, precisely because it is important that all participants offer their best judgments with authority and without fear, a “flat” command structure must obtain for as long as the leader deems it appropriate. Participants must not worry about the typical rules of reporting hierarchies when the time comes to provide the information and guidance enabled by their particular expertise and knowledge.

Time will usually be the critical factor in CCG deliberations, and a decision will have to put into execution by a certain point in time. It needs to be a good decision, but more importantly it has to be on time. The leader must sense how much time can elapse before acting, and when that time has expired, must sense the correct action to take and order it done. The longer a decision can wait without harm, the better, because with time comes more information and more conscious and unconscious mental processing. After a decision is made the process usually continues and more information will come in, and at some point the leader will decide that time

for another decision has come. The process will continue to repeat itself until the crisis is resolved or stasis is reached.

5.2. Declaring a State of Emergency

The authority to declare a campus state of emergency rests with the President of the College or, in his or her absence, the Provost. This section deals with “state of emergency” protocol and general considerations for emergency response (see below for plans for response to specific emergency scenarios).

During a state of emergency, the Office of Campus Safety, with the authorization of the President or the Provost, will place into immediate effect the appropriate procedures necessary to respond to the emergency and to safeguard persons and property. The Director of the Office of Campus Safety or his or her designee will immediately consult with the President or Provost regarding the situation and the possible need to declare a campus state of emergency. The Office of Public Affairs is responsible for release of all information outside the College and, in most instances, for campus-wide announcements.

When the declaration is made, only registered students, members of the administration, faculty, and staff, and emergency personnel are authorized to be on campus. Those who cannot provide proper identification proving legitimate business on campus will be asked to leave.

Only those members of the administration, faculty, and staff who have been assigned emergency-operations duties will be allowed to enter the designated emergency area, including the Incident Command Center.

In the event of earthquakes, aftershocks, fires, storms, or major disasters on or about the campus or involving College property, security and safety officers will be dispatched to determine the extent of the damage to any College property.

During an emergency, the primary Crisis Command Center will be the Office of Campus Safety or, if the CCG has been convened, a meeting-space designated by the President or Provost. In cases in which these offices are not secure because of proximity to danger or cases in which the President has convened the Crisis Command Group, the Incident Command Center will be the Crisis Command Center located in the basement of Eaton Center North.

The communications officer at the Office of Campus Safety will notify others, and communications will proceed, according to the communications protocol outlined below (see 6.1.).

The President and/or the commander of the outside agencies in charge of emergency operations (e.g., the fire department, the police department, the Emergency Management Agency), together with the Director of the Office of Campus Safety will determine what information about emergency situations to release to the public. The Director of Public Affairs or his or her

designee will respond to media inquiries, issue press releases and all-campus announcements, and designate a central location for meetings with media personnel, in accordance with public-affairs emergency protocol outlined below. No one will speak to the news media except the public-affairs representative unless otherwise directed by the President or his or her assigned surrogate. The Director of Public Affairs or his or her designee will respond to media inquiries, issue press releases and all-campus announcements, and designate a central location for meetings with media personnel, in accordance with public-affairs emergency protocol outlined below (see 6.9.)

5.3. Emergency-Level Definitions

The following definitions should be used as a guide to assessing the magnitude of emergency incidents and their possible impact on the students, employees, and physical plant of the College. Three levels of emergency are defined, from Level I (most serious) to Level III (least serious). Each definition takes into account the nature and duration of the threat to people and property as well as the actions required. Emergencies, however, are fluid and don't always lend themselves to clear-cut definitions. Each emergency must be evaluated according to its own particular characteristics, and decisions about a proper course of action must be based not only on pre-set criteria but also on the dynamic unfolding of events.

5.3.1. Emergency Watch and Emergency Warning

Prior to the onset or announcement of an actual emergency, it might be necessary to announce an emergency watch or an emergency warning. Especially in the case of severe weather or other situations in which a crisis that might not occur impends, declaring an emergency watch or an emergency warning might be a crucial stage in proper emergency readiness. Other categories in which these prior declarations might be necessary include: medical emergencies, power outages, suspicious individuals, and violent crime victim (see section 7).

5.3.2. LEVEL I EMERGENCY

Definition: An unplanned event that may adversely impact or threaten life, health, or property on a large scale at one or more locations within the Kenyon College campus. Control of the incident requires specialists, in addition to Kenyon College and outside-agency personnel. Long-term effects are likely.

Criteria

- The incident poses a serious hazard or severe threat to life, health, or property.
- Resolution of the incident involves multiple community and county agencies as well as several levels of College personnel.
- Community as well as College resources are required to attend to the medical needs of victims.

- The incident requires a major evacuation involving the relocation of students and/or College personnel.
- The duration of the emergency is unpredictable.

Required Action

- Establish procedures to protect evacuees and property.
- Establish Crisis Command Center.
- Consult relevant response and specific response protocols below.
- Establish long-term recovery plan.
- Prepare a written After-Action Report providing a narrative of the emergency, listing the agencies involved, detailing injuries, and estimating damages. (See: “After-Action” Report, in “Recovery and Reporting.”)

Examples

- Major fire in a residence hall involving more than 20% of the building.
- Water-main break affecting an entire residential building.
- Loss of heat or power to multiple buildings.
- A chemical release requiring the evacuation of one or more buildings.
- Large-scale civil unrest on College property.
- Earthquake
- Tornado
- Building collapse
- Active shooter

Crisis Command Group members involved: ALL

5.3.3. LEVEL II EMERGENCY

Definition: An unplanned event that may adversely impact or threaten life, health, or property within a single area. Control of the incident is beyond the capabilities of College employees. Outside-agency assistance is necessary.

Criteria

- Resolution of the incident requires both Kenyon College and outside-agency personnel.
- Victims require medical attention.
- Evacuation is short-term and affects only the localized area.
- The duration of the emergency is a maximum of eight (8) hours.

Required Action

- Establish procedures to protect occupants, evacuees, and property.
- Establish the Crisis Command Center.
- Consult relevant response and specific response protocols below.
- Prepare a written After-Action Report providing a narrative of the emergency, listing the agencies involved, detailing injuries, and estimating damages. (See: “After-Action” Report, in “Recovery and Reporting.”)
- Crisis Command Group performs a critique of the emergency operation.

Examples

- Resident-hall room fire
- Suicide
- Water-main break involving most of a building or threatening critical services
- An odor requiring evacuation
- Loss of heat or power to a building
- Missing student

Crisis Command Group members involved: Director of Campus Safety, Assistant Dean of Students for Housing and Residential Life, Director of Health and Counseling, Director of Public Affairs, Superintendent of Buildings and Grounds, and others as necessary.

5.3.4. LEVEL III EMERGENCY

Definition: An unplanned event that is not likely to threaten life or have an adverse impact on health or property. Control of the incident is within the capabilities of Kenyon College employees, and the duration of the incident is short.

Criteria

- The incident can be resolved by Kenyon College employees.
- An outside agency may be involved as a precautionary measure or in accordance with College policy.
- No outside medical assistance is required.

Required Action

- File a written report with the Office of Campus Safety and with other appropriate College offices.
- Consult relevant response and specific response protocols below.
- Establishment of the Crisis Command Center is optional.

Examples

- Automatic fire-alarm triggered
- Localized water-pipe break affecting a portion of one building
- Localized, indeterminate odor
- Inclement weather
- Outbreak of illness

Crisis Command Group members involved: Director of Campus Safety, Assistant Dean of Students for Housing and Residential Life, Director of Health and Counseling, Superintendent of Buildings and Grounds, and others as necessary

5.4. Responses by Emergency Level

See section 7 below for operations specific to each emergency scenario. What follows here are general templates for responses to each level of emergency, to be used for review of revision to plans for responses to specific scenarios. The templates list responsibilities by the divisions associated with each member of the Crisis Command Group and other Kenyon staff who might play a role in emergency operations.

5.4.1. LEVEL I EMERGENCY Response

College Switchboard

When the first report of an emergency comes to the telecommunications officer operating the College switchboard, that officer should notify:

- The fire department of College and Monroe Townships
- The Office of Campus Safety
- Residential Life personnel
- The Office of the President

(The Office of Campus Safety and the Office of the President subsequently initiate communications to the rest of campus as outlined in section 6.)

Office of Campus Safety

- Ensure that all appropriate safety personnel have been notified.
- Ensure that dangerous areas have been secured, if the fire department is not yet on the scene.
- Notify the Office of the President and, as necessary, others according to the protocol outlined in section 6.
- Ensure that notification has gone the Director of Health and Counseling and the Assistant Dean of Students for Housing and Residential Life, as necessary.

- Establish an Incident Command Center in the Office of Campus Safety.
- Designate a staff member to meet and coordinate the efforts of outside emergency agencies.

Residential Life

- Notify the Dean of Students.
- Notify other Residential Life personnel (see protocol outlined in section 6).
- Locate alternative housing for those in need of relocation if necessary, in consultation with other residential life staff.
- Assist health and counseling representative in arranging for medical attention and counseling if necessary.
- Maintain a roster of campus housing assignments and assist with an emergency census to ensure that all students are accounted for, especially in the event of an evacuation.

Maintenance

- Work with the Office of Campus Safety to solve problems involving electrical, plumbing, or other systems of the physical plant.
- Assist outside agencies by providing floor-plans and other required information.
- Work with residential life to provide relocation facilities.

Public Affairs

- Report to the Crisis Command Center and consult with the Director of Campus Safety regarding the release of information to the community and to the media.
- Serve as liaison with all news media (see section 6.9.).

Health and Counseling

- Evaluate the injured and ill and assist emergency personnel with triage as necessary.
- Evaluate the scene to help identify hazards, accessibility problems, and possible triage sites.
- Notify other health and counseling personnel according to the protocol outlined in section 6.
- Arrange for counseling services as needed.
- Assist the fire department with the debriefing of workers involved in critical incidents.

LBIS

- Launch emergency-messaging system, in collaboration with the Director of the Office of Campus Safety and the Director of Public Affairs.

- Assist in resolving problems resulting from the interruption of communications services for extended periods of time.
- Assist in resolving problems involving the library or computer equipment and facilities.

Representatives from the Knox County Emergency Management Agency, college food services, the Village of Gambier, and the Knox County Sherriff's office will also assist as determined by their own emergency operations protocols. College food services should also be prepared to provide emergency food aid and to help resolve problems associated with unavailability or inaccessibility of normal food service.

5.4.2. LEVEL II EMERGENCY Response

College Switchboard

When the first report of an emergency comes to the telecommunications officer operating the College switchboard, that officer should notify:

- The fire department of College and Monroe Townships
- The Office of Campus Safety
- The Office of the President

(The Office of Campus Safety and the Office of the President subsequently initiate communications to the rest of campus as outlined in section 6.)

Office of Campus Safety

- Ensure that all appropriate safety personnel have been notified.
- Ensure that notification has gone to the President, the Director of Health and Counseling and the Assistant Dean of Students for Housing and Residential Life, as necessary and according to the protocol outlined in section 6.
- Ensure that dangerous areas have been secured, if the fire department is not yet on the scene.
- Work with residential life representatives as needed.

Residential Life

- Notify the Dean of Students.
- Notify other Residential Life personnel according to the protocol outlined in section 6.
- Locate alternative housing for those in need of relocation if necessary, in consultation with other residential life staff.

Maintenance

- Assist in damage assessment.
- Provide specialized repair services as needed.

5.4.3. LEVEL III EMERGENCY Response

College Switchboard

When the first report of a Level III Emergency comes to the telecommunications officer operating the College switchboard, that officer should notify:

- The Office of Campus Safety
- The Office of the President

(The Office of Campus Safety and the Office of the President subsequently initiate communications to the rest of campus as outlined in section 6.)

Office of Campus Safety

- Notify the Director of Campus Safety.
- Notify health and counseling and residential life, if necessary, according to the protocol outlined in section 6.

Health and Counseling

- Provide or remain on call for any services that might be needed.

Residential Life

- Work with other offices to arrange for short-term relocation, if necessary.
- Notify appropriate residential life staff as outlined in the protocol listed in section 6.

5.5. Evacuations

Evacuation is necessary when a student residence hall becomes uninhabitable because of events including fire, flooding, contamination, and the loss of critical services. The nature of the evacuation depends upon the extent of the emergency.

Situations requiring evacuation include, but are not limited to:

- Natural gas leak
- Spill and/or release of a hazardous chemical or flammable liquid
- Bomb threat
- Power failure

- Hostage situation
- Tornado
- Flooding
- Winter Storm
- Fire

5.5.1. Note on Fire Alarms and Elevators

When a fire alarm sounds, safety officers are dispatched to the site of the alarm to investigate and to lead an evacuation if necessary.

In the event of a fire, elevators should not be used. The high-rise residence, Caples Hall, is equipped with a simplex integrated public-address system that reaches all floors. When the fire alarm system in Caples is activated, the building's elevator is disabled. The elevator will move to the next-lowest floor and the doors will open. If the doors do not open, an elevator alarm will sound.

5.5.2 Evacuation Procedures

Emergency staff first on the scene must decide whether or not immediate evacuation is necessary.

The emergency personnel should immediately specify the area to be evacuated.

Emergency personnel should notify the Office of Campus Safety to request help if necessary.

Emergency personnel must conduct a door-to-door search of the building, telling all occupants to evacuate. If anyone refuses to evacuate, the emergency workers should continue with the evacuation and then, time permitting, return to the person, obtain his or her name, and advise him or her that disciplinary action will be taken should he or she continue to refuse to evacuate.

Emergency personnel must obtain a listing of building occupants, which can be obtained from the Crisis Command Center (see section 2.4.2.) and/or a report from the Banner system.

The evacuees should be moved to a staging area, where emergency workers should take a census to establish that the evacuation is complete. After the census is complete, evacuees should be moved to temporary quarters, as specified below.

In all cases in which students are displaced or relocated, the Assistant Dean of Students for Housing and Residential Life must receive immediate notification.

5.5.3. Evacuation of the Physically Challenged

Safety officers will assist physically challenged individuals in an evacuation, making all possible special arrangements necessary to lead them to safety. As a precaution, the College provides

ground-floor housing to anyone who uses a wheelchair. Hearing-impaired students have TTY phone-capability in their rooms, and the fire-alarm system is connected to strobe lights.

5.5.4. Building Evacuations

The College should undertake the following preparations and responses in case it becomes necessary to evacuate any campus buildings.

- The College should be divided into an appropriate number of zones, with each zone having a Zone Captain and a designated meeting place for all persons in the zone.
- There should be provisions for first aid, food and water distribution planned for each zone.
- The Zone Captain is responsible for working with other zones, CCG leadership and external responders to ensure that all persons have safely evacuated to appropriate locations, first aid has been provided, and communication is effective.
- Each building has a building representative, who communicates with CCG leadership and works with evacuation diagrams, flashlights, etc., to facilitate the evacuation process.
- In the event of an emergency that may require evacuations, all personnel should evacuate to their designated areas and report to the designated Zone Captains and building representatives. They should seek first aid if necessary, not converse with the media, and report any unusual circumstances observed.
- Alternative evacuation locations and methods should be planned for all zones.
- A review of all buildings and facilities should be conducted on an ongoing basis to ensure emergency lighting for corridors and exits are in place for safe evacuation.

5.5.5. Short-Term Evacuations

These procedures should be followed when students must occupy temporary quarters for a relatively short period of time and that time-period is predictable.

- Students should be moved to lounges in the nearest safe residence hall.
- If residence-hall lounges are not available, students should be moved to lounges in the nearest non-residential building.
- Emergency workers and/or College personnel should provide services as needed (medical care, food, showers, etc.)

5.5.6. Medium-Term Evacuations

- Students will be assigned to vacant spaces in the housing system, and, if necessary to already-occupied spaces with room for temporary sleeping quarters.

- If necessary, students will be housed in lounges and other public spaces on campus that can accommodate them satisfactorily.
- The College will use the athletic facilities as a housing area when lounge space is insufficient to handle the number of evacuees. Proper bedding will be provided with the help of the Knox County Emergency Management Agency and the Red Cross.

5.5.7. Long-Term Evacuations

These procedures should be followed when it is impossible to predict how long students will have to occupy alternative quarters.

- The College will take the same steps listed for medium-term evacuation, unless a substantial sector of the campus is under an evacuation order.
- The College will contact the Knox Country Emergency Management Agency for assistance in locating suitable off-campus housing and arranging for transportation from campus. If necessary, the office of Campus Safety will also arrange to provide College vehicles for the purpose of relocation.

5.6. Shelter-in-Place

An incident may occur which dictates that students should remain in their buildings for their own safety. Kenyon uses shelter-in-place and relevant procedures in the place of “lock-down” if and when the nature of the College’s buildings and landscape spaces make lock-down impossible. Examples of incidents triggering such a response are: environmental spills, terrorism or violence on campus, and certain utility-related incidents.

Shelter in place means choosing a small, inside room, if possible, with as few windows as possible, for refuge.

The following procedures should be followed when instructed to “shelter in place”:

- Remain inside the building.
- Assign an individual to ensure other occupants know of the need to shelter in place.
- Choose an interior room above the ground floor with the fewest windows and vents.
- Call emergency contacts, if possible, to let them know who is sheltering in place, and that they are safe.
- Do not erect barricades or obstacles in the event a fire or other incidents make it necessary to evacuate.
- Move to the opposite side of the building, if you are aware of the location of the incident.
- Close and lock all windows, vents, and doors, if instructed to do so.
- Be prepared to stop all fans and HVAC equipment forcing air into or out of the building.
- Remain sheltered until otherwise directed by internal or external ICS management.
- Be prepared to be checked for possible contamination, exposure, or illness

Students should be prepared to maintain and bring the following materials if they are asked to relocate: bedding and pillows; small bag of clothing; needed medications; non-perishable food items; cell phones; toilet articles.

6. Communicating in a Crisis

Communicating effectively is essential in dealing with a crisis. Adequate communications must be established and maintained between first responders, off-campus first responders, and the CCG. In addition, first responders and the CCG both have to communicate with all on-campus constituencies, and the CCG also has to communicate with off-campus constituencies. Various channels exist to guarantee complete (and “redundant”) communication. Various protocols exist to make sure that all communication is at once thorough, appropriate, and effective.

6.1. Communications Channels

Emergency operations require the fullest possible communication. Full communication requires systematic, precise, and redundant communication channels, including: public-address alert systems; diverse emergency information systems; phone-tree information-sharing protocols; plans for administering announcements and updates; and public relations strategies. Proper communication depends upon but is by no means limited to guaranteeing basic communication-delivery systems (e.g., e-mail, SMS, telephone, etc). It also depends upon the strategies that guarantee comprehensive and effective information.

6.2. Initial Emergency Notification

Individuals witnessing an emergency at Kenyon should call 911 or 5555.

When 5555 is dialed, safety personnel are dispatched to the scene, and appropriate emergency services are notified. The Office of Campus Safety has an on-line 911 printer that notifies the office of all emergency calls dialed directly to that number.

On campus there are 18 call boxes that connect to the emergency line in the Office of Campus Safety. When one of these call boxes is activated, the switchboard operator is automatically given the location of the box, and safety personnel are dispatched.

This plan designates the Office of Campus Safety as the main contact for reporting all emergency situations. In many cases, however, it is important to dial 911 first—when, for example, life-threatening injuries are involved, or a bomb threat requires EMA response. Upon receiving the report of an emergency, the Director of the Office of Campus Safety (or a designee) will make an initial judgment about the level of response required and will communicate with appropriate personnel.

If the emergency situation is clearly a Level I or a Level II emergency, the Office of Campus Safety will contact appropriate emergency agencies prior to contacting the Director. See “Local First Responders,” above.

6.3. Communication to the Office of Campus Safety

All crises should be reported to the Office of Campus Safety. The Office of Campus Safety informs all first responders (unless they have already been contacted via 911) as well as the Director of Campus Safety (also the Emergency Management Coordinator) and the President. It is crucial that all members of the community know to call the Office of Campus Safety in case of emergency. The Office of Campus Safety is the College's first responder.

6.4. Communication to Local First Responders

The Office of Campus Safety immediately informs local first responders. This mode of communication happens simultaneously with communication to on-campus responders and must never be subordinated to it. Especially in the case of crises that require intervention by public officials, it is crucial that first responders be immediately and fully involved. (For example, bomb threats should first be reported to local law-enforcement who will then work directly with government officials. College staff should not intervene in this communication process to deal directly with government officials themselves.) Local first responders should play a role in setting and reviewing policy on the means and methods of communication with them laid out in this plan.

6.5. Phone-Tree Communications Protocol

When the Director of Campus Safety and the President are notified of a crisis, they may initiate the College's phone-tree communication process, which disseminates necessary information through staff in all offices. The phone tree may be mapped out explicitly or more simply patterned according to the College's reporting structure. It is important that phone-tree communications include information on a need-to-know basis and that all participants refrain from passing information beyond College staff. Disseminating information to students, the community, and to the media is the responsibility of the Office of Public Affairs.

6.6. Communicating to the CCG

When crises require the CCG to convene, the Office of Campus Safety contacts CCG members as indicated by the emergency management coordinator and/or the President. Information should include the nature of the crisis and the meeting location. If the nature of the crisis makes an actual meeting impossible, information should include plans for virtual meeting (by teleconference, by e-mail, or some other means). CCG members should have on file all information pertaining to potential virtual-meeting modes.

6.7. Communication to Constituents

Communication to constituents takes different forms. First information about a crisis goes out in brief messages conveyed automatically through emergency messaging systems. This first information includes only basic information and essential warnings and other reference to safety

measures. Subsequent updates might proceed through emergency messaging systems as well, but they might also evolve into longer explanatory messages transmitted by other means (including e-mail or even public meetings). These forms of information might also be posted on the College website. At later stages of a crisis, longer messages might go out by e-mail or through the media, and these longer and more public messages are handled by the Office of Public Affairs (in consultation with the President and the CCG). It is essential that communication at every stage be subject to careful consideration. Standard guidelines indicate that emergency communications include:

1. What you know about the crisis
2. How you know it
3. When you will know more
4. What you are currently doing about it
5. What others should currently do

It is important to give all available information as frankly as possible within the limits determined by the mode of communication. It is equally important not to speculate about the crisis, but only to communicate the facts.

6.8. Channels for Communication to Constituents

Communication channels to constituents will be considered as falling into one of three general categories: channels that address the on-campus constituency, channels that address off-campus constituencies, and general purpose channels. The implementation of these channels may change over time, and in some cases they may change rather rapidly, but this conceptual grouping will not change and so can be useful for analyzing and planning communication strategies.

6.9. On-Campus Constituents

The ability to communicate quickly and clearly with on-campus constituents in an emergency is essential. The messages for which these channels are needed are diverse and more than one channel is needed. For quick and short informative and directive messages these channels must be very reliable, remaining effective under adverse conditions (bad weather, loss of commercial electrical power, etc.). They should not be prone to failures from heavy communications traffic, and should be accessible by virtually everyone who is on the campus at the time of the emergency. These channels are operated by Campus Safety and supported by the Maintenance Department and LBIS. These channels should not be used to convey long or complex messages. They are mainly operated by the ConnectED system, a service of Blackboard Connect Inc. (see 6.10.). Other means of immediate and quick communication to on-campus constituents include the tornado warning siren, campus public-address systems, and (in special circumstances) more basic methods including signboards.

6.10. Automatic Emergency Messaging (ConnectED)

The College uses the ConnectED system, a service of Blackboard Connect Inc., to send emergency messages automatically to all campus e-mail accounts and/or campus phones. Messages also go to cell phones that have been entered into the system (following voluntary signup). The system includes a set of template messages written and maintained by the Director of Campus Safety, the vice President for library and information services, and the Director of Public Affairs. These templates provide the framework for messages specific to various crises; in case of an emergency, details are added and the message is automatically sent to the e-mail addresses and phone numbers listed in the system. Sample messages include:

Kenyon Emergency Alert. Fire in [location]. Evacuate [location] immediately and stay clear of the area. For details call 427-7007.

Kenyon Emergency Alert. Severe weather alert. A [tornado/hurricane] will hit the area at [time]. Seek shelter. For details call 427-7007.

Kenyon Emergency Alert. [Location] has been damaged. Stay clear of [location]. For details call 427-7007.

These templates must be reviewed and updated on a regular basis. The system should be tested annually.

6.11. Emergency Information Line : 427-7007

The Office of Campus Safety maintains a call-in line for information about College closings, severe weather, and emergency situations. Information available by calling 427-7007 is prepared and updated by the Director of Campus Safety in consultation with the President and the Director of Public Affairs when necessary.

6.12. Off-Campus Constituents

It may seem that communicating with off-campus constituents is not as important in the middle of a crisis, but it is important to keep unexpected needs for immediate information in mind, and in the longer term off-campus constituents should be a critical focus of communications planning. Off-campus constituents include parents, alumni, trustees, and students studying abroad. The special needs of each should be considered as messages are planned and sent. Modes of communication include e-mail messages (to general lists maintained in the Office of Public Affairs), postings on the College website, and personal calls.

6.13. General Public

General communication channels will typically be of a passive nature—for example, news posted on the Kenyon web site. These are not reliable channels for issuing directions in a crisis,

but are important nevertheless, because they offer high bandwidth (messages can be essentially unbounded in length) and are available to very large numbers of people, and to anyone with or without a known connection to the College. Of course, the general public may also find out about crises at the College from media sources.

6.14. Communicating with the Media

Do not forget that the President and/or the commander of the outside agencies in charge of emergency operations (e.g., the fire department, the police department, the Emergency Management Agency), together with the Director of the Office of Campus Safety determine what information about emergency situations to release to the public. No one speaks to the news media except the public-affairs representative unless otherwise directed by the President or his or her assigned surrogate. But everyone should keep in mind the following:

- Reporters and photographers should be permitted access to an incident area only within the limits of College policy, proprietary restrictions, human safety, and concern for the protection of victims' personal privacy.
- Be courteous, and do not say "no comment" or "I haven't got time to talk to you." Simply refer the media to the Office of Public Affairs.
- Do not discuss anything confidential within earshot of people you don't know.
- If instructed by the Office of Public Affairs or the President to speak with the media, observe the following basic guidelines:
 - Observe the basic rules about emergency communication listed in section 6.7.
 - Keep answers brief.
 - State the facts, rather than opinions or personal views. Do not speculate on anything, estimate damages, admit liability, speak for others, or discuss the medical condition of victims.
 - Tell the media why you can't reveal information.
 - Do not release names of victims before families are notified.
 - Do not allow reporters to make you angry or emotional.
 - Keep copies of any statements and releases.

6.15. Mutual-Aid Agreements for Communications

The College should pursue mutual-aid agreements with other local organizations specifically for purposes of communications in cases where College systems are inoperable. Especially other institutions of higher learning should be available to help get out basic messages in times of crisis.

7. Emergency Scenarios

The following sections list responses to specific emergency scenarios. Each section includes guidelines for an *initial response*, any special *communication* needs, the *general instructions* to be followed by members of the community (similar to what appears in the emergency handbook, “In Case of Emergency”), and any *special considerations* related to the type of crisis in question.

These guidelines may be useful both in preparation for emergency situations and in the event that they occur. It is important to note, however, that prefabricated responses are rarely likely to work perfectly. Most often, crises unfold in unique ways, demanding unique responses. Some emergency-management experts distinguish between “routine emergencies,” for which prefabricated plans are appropriate, and “real crises,” which are so unpredictable and idiosyncratic that prefabricated plans can actually get in the way of effective response. Effective response always demands careful action in the moment, attentive to the particulars of the case. For these reasons, it may be best to use the emergency scenarios listed below mainly for purposes of emergency-readiness preparation, to enable the ERC, CCG, and other campus groups to develop a common view of the best ways to respond to specific and general emergency situations.

Immediate response to virtually every emergency scenario should include the following steps and considerations:

- Notify the Office of Campus Safety
- Disseminate any necessary immediate warnings
- Initiate any necessary shelter-in-place orders or similar protection measures
- Pursue further notifications of College staff (according to the phone-tree protocol)
- Convene necessary responders
- Work with local first responders
- Activate messaging to on-campus constituents
- Plan further measures and messages
- Report to off-campus constituents and to the public
- Plan recovery, continuity, and reporting

The broader array of response actions includes the following:

- initial notification of local first-responders in addition to the Office of Campus Safety;
- communications to and among members of the CCG;
- planning for alternative means of communications should regular channels go down;
- determining the use of the Crisis Command Center;
- determining the nature and content of emergency notifications to the community;
- potential need for evacuations;

- potential need for “shelter-in-place” or (to the extent practicable at the College) “lock-down”;
- potential need for quarantine (both in small and larger numbers);
- assistance to persons with disabilities;
- whether or not to discontinue business as usual;
- whether or not to close certain buildings, certain areas, or the College;
- provisions for medical treatment;
- protocols for communicating and working with local first-responders;
- protocols for communicating with the media and off-campus constituencies;
- attention to “disconfirming data” (or information that might indicate something other than what’s apparently known about the crisis)

More specific protocols for specific scenarios are below. Again, it is important to keep in mind that planning in a crisis should involve reference to the more general set of potential response items as well as the specific protocols tailored to specific emergency situations, to guarantee the most flexible, capacious response.

7.1 Active Shooter

Emergency Level: I

Initial Response:

- Contact 911 and the Office of Campus Safety
- Communicate out instantly via ConnectED, establishing shelter-in-place
- Convene CCG (electronically or by conference call)

Communication and Notifications:

- Notify the Director of the Office of Campus Safety
- Notify the Office of the President
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Further standard first notifications: Maintenance, Provost, Dean of Students, public affairs, health and counseling
- Announce shelter-in-place by all means possible, especially through instant loudspeaker modes
- Prepare initial messages to off-campus constituencies and the media
- Prepare ConnectED messages for further stages of the crisis: continued shelter-in-place, fugitive stage, aftermath
- Phone-tree networking to guarantee full and redundant communications throughout the crisis.
- Refer all media inquiries to the Office of Public Affairs.

General Instructions:

- If an active shooter is outside your building:
 - Stay in or go to a room that can be locked and turn off all lights, lock windows, and stay out of sight.
 - One person in the room should call 427-5555.
 - Stay put until given instructions by Campus Safety or a police officer.
- If an active shooter is in your building:
 - If your room can be locked, stay put. Turn off all lights and stay out of sight.
 - If your room cannot be locked, determine if you can safely reach another lockable room or if you can safely exit the building.
- If an active shooter enters your classroom, residence hall room, or office:
 - Dial 427-5555 if possible and give your location. If you cannot speak, leave the line open so safety officers can hear what is happening.
 - If you cannot escape, attempt to negotiate.

- Only if absolutely necessary should you make any attempt to deal with the shooter.
- If you are not in the vicinity of the event, stay put, and await instructions.
- Refer all media inquiries to the Office of Public Affairs.

Special Considerations include determining when to resume classes and other business, how to handle community recovery measures and events, communicating with families, and media presence on campus.

7.2 Biological Hazard

Emergency Level: I

Initial Response:

- Evacuate the area.
- Make no attempt to clean up any hazardous materials
- Contact 911 and the Office of Campus Safety
- Isolate the area affected, if it is safe to do so
- If persons have come in contact with hazardous materials, flush affected areas with water
- Render first aid if necessary
- Alert Maintenance
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Convene members of the CCG
- ConnectED message announcing hazard, with instructions

Communication and Notifications:

- Notify 911 (the Knox County Sherriff, the Fire Department, and local EMA)
- Notify the Director of the Office of Campus Safety
- Notify the Office of the President
- Notify the Environmental Health and Safety Specialist
- Further standard first notifications: Maintenance, Provost, Dean of Students, public affairs, health and counseling

General Instructions:

- Evacuate the area.
- If possible, isolate the area by closing doors and windows.
- Make no attempt to clean up hazardous materials.
- From a safe area, call 5555 and/or 911.
- If possible, provide the following information about the hazard:
 - Name and quantity of the material
 - Location and time of the release of the material.
 - Any exposures or injuries to persons.
 - If any fire or explosion is involved.
 - Your name, phone number, and location.
- Follow instructions provided by emergency responders.

- Present the Material Safety Data Sheet of the substance involved to emergency responders if it is available.

Special Considerations:

- The Environmental Health and Safety Specialist maintains fuller plans for management of hazardous-material incidents.
- Any possibility of potential for release of hazardous biological materials should be reported to the Environmental Health and Safety Specialist and to the Office of Campus Safety.
- In case of a threat of biological-hazard terrorism, consult instructions for BOMB THREAT and/or for SUPICIOUS PACKAGE.

7.3. Bomb Threat

Emergency Level: I

Initial Response:

- See bomb-threat checklist (below) for instructions on what to do during a bomb-threat telephone call
- Call 911
- Alert the Office of Campus Safety
- *Do not directly call or attempt to work with the FBI or other national agencies. The Sherriff and the local EMA must handle those contacts.*
- Pursue evacuations as instructed.
- Convene CCG (electronically or by conference call)

Communication and Notifications:

- Notify 911 (the Knox County Sherriff, the Fire Department, and local EMA)
- Notify the Director of the Office of Campus Safety
- Notify the Office of the President
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Further standard first notifications: Maintenance, Provost, Dean of Students, Director of Public Affairs
- Release ConnectED notification if necessary, announcing the threat and warning people to stay away

General Instructions:

- If you receive notification of any kind indicating that there might be a bomb on campus, get as much information as possible and notify Campus Safety immediately at 427-5555.
- If you receive a written bomb threat, ensure the document is handled as little as possible, and pass it on to safety officers as soon as possible. If the written threat is received by electronic means, save it and call Campus Safety immediately.
- If you receive a bomb threat on the telephone:
 - Calmly gather as much information as possible by keeping the caller on the line.
 - Ask for details about the bomb, and try to gather information about the caller (sex, age, location).
 - Have someone else notify Campus Safety, and notify the office yourself once the call has ended.
 - Write down all information.
 - *See checklist below for further guidance.*

- After contacting Campus Safety, await instructions. Do not pull a fire alarm or evacuate a building on your own.

Special Considerations:

It is crucial that EMA coordinate all bomb-threat response with local and national law-enforcement. *College leadership should not try to intervene in these contacts.* College leadership should follow instructions from EMA and the Knox County Sherriff's Office.

The bomb-threat checklist included below should also be provided separately to all campus offices (along with explanations and instructions for use).

A bomb threat received in the mail must be saved and handled as minimally as possible. Every effort must be made to protect potential evidence such as handwriting, typewriting, postmarks, and paper.

Building Emergency Coordinators (BEC's) may be called upon to help distinguish normal equipment and office materials from potentially dangerous objects.

Precautionary measures should include evacuation-route planning and procedures for any bomb-searches that might include College personnel. Any such search procedures should be added to this plan and made fully known to personnel, especially BEC's, who would most likely be central participants.

The following measures might help deter a bomb attack:

- Fencing can discourage placement of explosive devices in or near susceptible structures.
- Heavy shrubs and vines should be kept close to the ground to reduce their potential to conceal persons or possible explosive devices.
- Window boxes might conceal explosive devices and they should be removed unless required for ornamentation. If retained, they should be regularly checked by Campus Safety.
- CCTV and a highly-visible security patrol can be significant deterrents.
- Notices of alarm-system protections should be posted.
- Identification should be required for access to buildings, especially sensitive or controlled areas such as science labs and computing facilities.
- Locks should prevent access to critical utility rooms, mailrooms, and hallways when they are not in use. Accountability for keys should be maintained.
- Good housekeeping is essential. Dumpster areas should be kept free of debris that might enable concealment. Secure storage and proper disposal of combustible materials is essential.

7.4 Chemical Hazard

Emergency Level: I

Initial Response:

- Evacuate the area
- Make no attempt to clean up any hazardous materials
- Contact 911 and the Office of Campus Safety
- Isolate the area affected, if it is safe to do so
- If persons have come in contact with hazardous materials, flush affected areas with water
- Render first aid if necessary
- Alert Maintenance
- Convene members of the CCG
- ConnectED message announcing hazard, with instructions

Communication and Notifications:

- Notify the President
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Further standard first notifications: Maintenance, Provost, Dean of Students, Director of Public Affairs, Director of Health and Counseling

General Instructions:

- Evacuate the area.
- If possible, isolate the area by closing doors and windows.
- Make no attempt to clean up hazardous materials.
- From a safe area, call 5555 and/or 911.
- If possible, provide the following information about the hazard:
 - Name and quantity of the material
 - Location and time of the release of the material.
 - Any exposures or injuries to persons.
 - If any fire or explosion is involved.
 - Your name, phone number, and location.
- If a chemical fire occurs:
 - See below for instructions in case of FIRE.
 - If the fire is small and available personnel have received training, they might attempt to put it out with a fire extinguisher or other available means.

- Evacuate the area, closing doors and windows to confine the fire. Do not break windows.
- Follow instructions provided by emergency responders.
- For chemical burns: flush chemicals off surface of the skin under cool running water for 20 minutes or more, remove any contaminated clothing or jewelry, and wrap the burned area with a clean dry cloth.
- Present the Material Safety Data Sheet of the substance involved to emergency responders if it is available.

Special Considerations:

- The Environmental Health and Safety Specialist maintains fuller plans for management of hazardous-material incidents.
- Any possibility of potential for release of hazardous biological materials should be reported to the Environmental Health and Safety Specialist and to the Office of Campus Safety.
- In case of a threat of chemical-hazard terrorism, consult instructions for BOMB THREAT and/or for SUPICIOUS PACKAGE.

7.5 Civil Disturbance

Definition: a civil disturbance is a disruptive event caused by a group of people. Riots, protests, sit-ins, demonstrations, and illegal parades are some examples. A civil disturbance might entail sabotage or other forms of crime and violence, immediately or as more benign disturbances escalate.

Emergency Level: III or II

Initial Response:

- Contact the Office of Campus Safety.
- In case of injuries, contact 911.
- Contact the Office of the President.
- Campus Safety will pursue appropriate potential crowd dispersal and/or negotiations.

Communication and Notifications:

- Standard notifications: Provost, Dean of Students, public affairs, health and counseling.
- Activate ConnectED only in the case of violence, damage to buildings, or other general safety problems.

General Instructions:

- Demonstrations may be conducted at the College and are not interrupted unless one or more of the following conditions exist as a result of the demonstration (if any of these conditions exist, notify the Office of Campus Safety):
 - Interference with normal College operations;
 - Prevention of access to offices, buildings, or College facilities;
 - Threat of physical harm to personnel or damage to College property.
- In the case of civil disturbance, avoid responses or measures that might exacerbate or escalate potential violence or chaos.
- If the disturbance is outside, stay away from doors and windows and stay inside.
- Secure work areas and shut down computers.
- Await instructions from Campus Safety and/or supervisors.

Special Considerations:

Emergency personnel should be prepared to pursue appropriate modes of negotiation, which might include communication with College officials. Any such negotiation should happen only if safety is certain. The mode of negotiation should be determined by safety considerations.

Should a disturbance escalate into violence or destruction of property, it will be necessary to contact the Knox County Sherriff's Office and/or EMA, and to pursue response indicated below (see VIOLENCE, MASS INJURIES).

7.6 Death of Student

Emergency Level: II

Definition: this scenario involves the situation following that which has led to the death of a student, rather than the cause of death itself. For protocols relevant to cause-of-death scenarios, see other listings in this section (including VIOLENCE, MISSING STUDENT, and others).

Initial Response:

- Call 911 and the Office of Campus Safety
- Comply with all law-enforcement procedures and requirements
- Notify the Office of the President
- President notifies the student's family
- Make other standard notifications: Dean of Students, Provost, public affairs
- Prepare immediately for communication to on-campus and off-campus constituencies

Communication and Notifications:

- President notifies the community at the appropriate time along with information about response events.
- Dean of Students notifies roommates and prepares alternate housing arrangements of necessary.
- Dean of academic advising contacts roommates and students to address their needs.

General Instructions:

- Notify and comply with the procedures of the Office of Campus Safety and local emergency responders.
- Consider the needs of family members and make sure they are appropriately informed and that their wishes are respected.
- Refer all media inquiries to the Office of Public Affairs.
- Provide counseling and other forms of attention for friends, roommates, and other members of the community.
- Determine need for investigations, both internal and external.
- Carefully determine needs for College recognition of and ceremonial response to the situation.

Special Considerations:

Appropriate measures for College leadership attention to the situation are essential and will evolve over time. Because circumstances may vary, no predetermined protocol can dictate

appropriate measures, and College leadership must therefore meet repeatedly to discuss and formulate actions right for the situation at hand.

7.7 Dining Services Failure

Emergency Level: III

Initial Response:

- Ascertain the cause and the effect of the failure.
- Notify and follow instructions provided by the Chief Business Officer.
- Begin to make arrangements for alternative dining services.
- Send initial notification to students.

Communication and Notifications:

- Notify the Office of the President.
- Make other standard notifications: Dean of Students, Provost, Director of Public Affairs
- Notify the vice President for finance.
- Prepare announcement to students and the community, including all available information on the nature of the problem and the plans for a solution.
- Make arrangements for alternative dining services.
- Make special arrangements for students with special medical needs.

General Instructions:

- Arrange close collaboration among relevant staff including the Chief Business Officer, the Vice President for Finance, Maintenance officers, and dining hall staff to solve the problem and to make alternative arrangements.
- Avoid a haphazard response in which students attempt to fend for themselves. Minimize disruption by providing alternative arrangements as soon as possible.

Special Considerations:

- Partner agreements with other local institutions might help deal with a dining-services crisis.
- Contingency resources should be identified and protocol for their use should be planned in advance of any potential failure event.
- Appropriate, timely, and reassuring communication with families will be essential.

7.8 Earthquake

Emergency Level: 1

Note: Earthquakes are not likely at Kenyon, but there is a potentially-active fault line in our area (the Madrid Fault Line), and planning for potential earthquakes should be part of every school's emergency operations plan.

Initial Response:

- Shelter in place and “duck and cover” (as described below)
- Office of Campus Safety and Maintenance survey campus and field calls for information on damage and injury
- See MASS INJURIES, STRUCTURAL FAILURE, and MEDICAL EMERGENCIES for information on response to specific emergency situations.

Communication and Notifications:

- ConnectED notice announcing the situation and advising the community on post-earthquake safety measures
- Standard notifications: President, Provost, Dean of Students, Director of Public Affairs
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Notification to off-campus constituencies through website information and e-mail messages to parents.

General Instructions: In case of an earthquake:

- Assume a low position as close to the center of the room as possible;
- Stay clear of book shelves, overhanging cabinets, lighting fixtures, etc.
- Take cover under closest tables, desks, or other solid pieces of furniture;
- Be prepared to quickly assess damage and injury and report it to the Office of Campus Safety;
- Provide first-aid assistance if and when it is safe to do so;
- Evacuate buildings as soon as it is safe to do so, if there is any chance the quake has been severe enough to damage structures;
- Reenter buildings only after inspection has ensured that buildings are safe;
- If in a vehicle, stop at the safest place possible (away from power lines and trees) and stay in the vehicle for shelter.

Special Considerations:

Pre-planning for disasters including earthquakes should include:

- Drills for all students, faculty, and staff, to ensure that they are aware of minimum response measures.
- Specifically, drills to train in “duck, cover, and hold” procedures described above;
- Information to the community on the nature of earthquake damage and the potential of recurring quakes of increasing magnitude.
- Review of earthquake construction and seismic standards, if any apply, to make sure they are met.
- Consultation with engineers on necessary improvements.

7.9 Elevator Failure

Emergency Level: III

Definition: Equipment failure that might trap individuals or prevent access, as a result of power outage, vandalism, or equipment malfunction.

Initial Response:

- Contact the Office of Campus Safety.
- If injury has occurred, contact 911.
- If injury has occurred, contact the Dean of Students, the associate dean for housing and residential life, and possibly also the Office of the President.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Campus Safety notifies the Chief Business Officer.
- Maintenance oversees equipment repair.

Communication and Notifications: In case of injury, pursue further standard notifications: Provost, Director of Public Affairs, Director of Health and Counseling

General Instructions:

- Do not attempt to use an elevator that is not functioning properly.
- Persons with disabilities should seek special assistance by calling the Office of Campus Safety.
- In case of injury, contact the Office of Campus Safety.
- Report any elevator malfunctions to the Office of Campus Safety and the Office of Housing and Residential Life.

Special Considerations:

- Ensure all elevators are inspected according to state and local requirements;
- Ensure that Maintenance responds promptly to information about any elevator malfunctions;
- Provide signage on all elevators instructing passengers on steps to be taken if a failure occurs;
- Develop a strategy with the elevator service contractor and emergency services for the safe evacuation of passengers from the elevator;
- Provide telephone for emergency communication in all elevators.

7.10 Fire

Emergency Level: I

Initial Response:

- *See general instructions (below) for what to do in case of a fire.*
- Contact 911.
- Contact the Office of Campus Safety and the Office of the President.
- Report all fires to the Office of Campus Safety, no matter how small.
- Initiate ConnectED announcement, to inform the community and warn them away from the area.
- Contact the supervisor(s) responsible for the location.
- Cooperate with the fire department in efforts to respond to the situation (to attend to persons involved, prevent the spread of the fire, etc.)
- Building Emergency Coordinators should assist the Office of Campus Safety and the fire department by providing all information on the location and its inhabitants (including information about any hazardous chemicals or materials).
- Responders should consult available lists of building occupants (on file in the Crisis Command Center and available on Banner) if necessary.
- If the location is a residence hall, establish a staging area (according to plans filed with the Office of Residential Life) and take a census of students.
- Provide for the medical, psychological, and physical needs of those involved in the fire.
- Begin and maintain a list of anyone injured or requiring first aid.
- Secure the scene.
- Refer any media inquiries to the Office of Public Affairs.
- Convene the Crisis Command Group.
- Begin to pursue recovery and reporting as indicated by the Chief Business Officer and section 8 of this plan.

Communication and Notifications:

- Further ConnectED announcements for updates.
- Further standard notifications: Provost, Dean of Students, Director of Public Affairs.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Notification of off-campus constituencies, through information on the College website and notice to parents.

General Instructions:

- If you smell smoke or see flames, pull the nearest fire alarm immediately.
- Evacuate the building if:

- An uncontrolled fire of any kind exists.
- A fire alarm sounds.
- There is smoke or the strong smell of something burning.
- Surrounding materials become abnormally hot.
- If there is smoke, crawl.
- Feel doors before opening them. If the door or a metal knob is hot, do not open. If the knob is cool, brace yourself against the door, open it slightly, and if heat or heavy smoke are present, close the door and stay in the room.
- If you get trapped, keep doors closed and place cloth material around and under door to prevent smoke from entering. Signal for help by hanging an object at the window to attract the attention of firefighters.
- If you catch on fire, stop, drop, and roll to smother the flames.
- Go to the nearest exit or stairway. If the nearest exit is blocked by fire, heat, or smoke, go to another exit.
- Do not use elevators.
- Activate the building fire alarm if it is not already sounding.
- Do not re-enter the building until safety officers say it is safe to do so.
- Notify Campus Safety at 427-5555, from a safe distance.
- Report if anyone is trapped in the building or requires additional assistance.

Special Considerations:

- Business continuity plans should provide for relocation of students and necessary services.
- Maintenance will assess damages as directed by the Chief Business Officer to work with insurance and claims-assessment personnel.
- Reporting and recovery should proceed according to section 8 of this plan.
- Advance mitigation and readiness efforts must include:
 - Frequent fire drills, to practice response and to familiarize the community with evacuation strategies, exit locations, alarm systems, staging-area protocols, and procedures for requesting assistance.
 - Surveys to maintain proper function of fire doors, exit signs, smoke detectors, alarms, etc.
 - Maintenance of all portable fire extinguishers with clear, free, and unobstructed access.

7.11 Flooding

Emergency Level: III

Initial Response:

- *See general instructions (below) for steps to take in case of flooding caused by storms or water leaks.*
- Notify the Office of Campus Safety. Report the exact location and the severity of the flooding.
- If the flooding presents any danger to persons, contact 911. Move all personnel to a safe area and provide assistance to persons with disabilities.
- If the flooding presents any immediate or potential danger to persons, notify the Office of the President and Student Affairs.
- If the flooding presents any significant immediate or potential danger to property, notify the Office of the President and the Chief Business Officer.

Communication and Notifications:

- Initiate ConnectED alert to the community if the flood presents any danger to persons or property.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Pursue further standard notifications: Dean of Students, Provost, Director of Public Affairs.
- Contact the Chief Business Officer.

General Instructions:

- Use extreme caution around any electrical appliances or outlets near any leak or water.
- Take only essential steps to avoid or reduce immediate water damage, such as covering objects with plastic sheeting or moving small or light objects out of danger.
- If possible, secure vital equipment, records, and hazardous material, and shut off all non-essential electric equipment.
- If there is any potential danger, evacuate the area, and, if necessary, move to safer, higher ground.
- Provide assistance to persons with disabilities.
- Notify the Office of Campus Safety.
- Do not return to the building until instructed to do so.

Special Considerations:

- If any kind of leaks or flooding occur, review building and utility structures.
- Identify areas susceptible to flooding and make plans for mitigation and response.

7.12 Food Poisoning

Emergency Level: II

Definition: Serious illness caused by food poisoning affecting more than one person. (For cases affecting one person only, see MEDICAL EMERGENCIES below.)

Initial Response:

- Notify the Office of Campus Safety.
- Transport the persons affected to the health center, or, if there is any chance the poisoning is severe enough to require emergency treatment, call 911 for an ambulance.
- Notify the Environmental Safety and Emergency Management Specialist.
- Notify the Director of Health and Counseling.
- The Office of Campus Safety in collaboration with the Director of Health and Counseling determines whether or not to contact the health department. (If the health department is contacted, follow instructions for further response and notifications.)
- The Office of Campus Safety determines whether or not immediately to make further College notifications: the Office of the President, the Chief Business Officer, and the Dean of Students.
- Notify the dining services manager, potentially to begin an investigation.

Communication and Notifications:

- If serious illness affects a number of people, the Director of Campus Safety in collaboration with the President may choose to send a ConnectED alert explaining the situation and giving instructions.
- Pursue further standard notifications: President, Dean of Students, Provost, Chief Business Officer, Director of Public Affairs.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Should illness become widespread, prepare for further notifications and updates to the community, as well as information to off-campus constituencies via the College website.

General Instructions:

- Notify the Office of Campus Safety, who will transport the person(s) affected to the health center or to the hospital (or arrange for an ambulance).
- Prepare to explain what indicates potential food poisoning.

Special Considerations:

- Follow health-center protocols for determining whether or not food poisoning has occurred.

- Avoid needless alarm by announcing food-poisoning only after it has been definitely confirmed. Give instructions for community response, alternative dining arrangements, and provisions for medical treatment.
- Prepare for the possibility of DINING SERVICES FAILURE (above) or mass illness that might require cessation of some or all College business. See business continuity planning in section 8 below.

7.13 Fuel Leak

Emergency Level: I or II

Definition: A smell that indicates gas is leaking or other evidence of a leak.

Initial Response:

- Notify the Office of Campus Safety.
- Clear the area, avoiding elevators if possible.
- Assist persons with disabilities.
- The Office of Campus Safety works with Maintenance to repair the leak.
- The Office of Campus Safety contacts local EMA if necessary.
- In case of serious damage, fire, or explosion, see FIRE, STRUCTURAL FAILURE, and/or MASS INJURIES

Communication and Notifications:

- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- If the situation escalates or threatens persons or property, contact the Office of the President, the Dean of Students, and the Chief Business Officer.
- Activate ConnectED if necessary to warn the community or announce an emergency.
- If necessary, pursue further standard notifications: Provost, Director of Public Affairs.

General Instructions:

- Evacuate immediately.
- Contact the Office of Campus Safety.
- Do not use electronic devices near the leak.
- Proceed to arranged staging areas and convene until further notice.
- Do not return to the area until permitted to do so.
- If time permits and you can do so safely, ventilate the area.

Special Considerations: Staff, faculty, and students should not hesitate to contact the Office of Campus Safety if any form of fuel leak is suspected.

7.14 Heating Failure

Emergency Level: III

Initial Response:

- Contact the Office of Campus Safety.
- Campus Safety contacts Maintenance to correct the problem.
- Consult with building emergency coordinator(s) in the building(s) affected.
- If necessary, contact the Environmental Safety and Emergency Management Specialist.
- If heating failure in large or multiple buildings requires relocation of persons or services, contact the Chief Business Officer, the Dean of Students, and the Office of the President, as well as supervisors responsible for the buildings affected.

Communication and Notifications:

- ConnectED message (or ordinary e-mail) to the community if necessary to announce alternative dining, classroom, or living arrangements.
- Further standard notifications as necessary: President, Provost, Dean of Students, Chief Business Officer, Director of Public Affairs.

General Instructions: Contact the Office of Campus Safety.

Special Considerations: The dispersed structure of the College's heating system make heating failure unlikely to be a widespread emergency.

7.15 Hostage Situation

Emergency Level: I

Initial Response:

- *See below for what to do when taken hostage.*
- Call 911.
- Notify the Office of Campus Safety.
- Campus Safety initiates ConnectED alert to the community.
- Campus Safety gets as much information as possible (in part through use of records on building occupants) and does what is possible and appropriate to secure the scene pending help from local law-enforcement.
- Comply with instructions from the Sheriff and/or Knox County EMA.
- Public address systems should be used to broadcast warning information immediately if so determined by the Office of Campus Safety.
- Convene CCG (electronically or by conference call)
- CCG begins researching individuals potentially involved in the situation, using database information in banner and available in the Crisis Command Center.

Communication and Notifications:

- Campus Safety notifies the President.
- Pursue other standard notifications: Dean of Students, Provost, Director of Public Affairs.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Release regular ConnectED updates to the community.
- Phone-tree networking to guarantee full and redundant communications throughout the crisis.
- Notify and update off-campus constituents through e-mail messages to parents and website information.

General Instructions:

If you are taken hostage:

- Do not attempt to escape unless you are sure you can do so safely.
- Remain calm and be polite and cooperative. Speak normally and do not complain.
- Do not draw attention to yourself or make sudden movements.
- Observe the hostage-takers and try to memorize features or clothing that might help identify them.
- Try to establish a good relationship with the hostage-takers (to make them less likely to harm you).

- Try to stay low to the ground, behind cover, and away from windows.

During a hostage situation:

- Shelter in place. Do not venture out or approach the site of the situation.
- Await instructions from College officials.

Special Considerations:

- The Knox County Sherriff takes command of a hostage situation. College officials should defer to the Sherriff and other local first responders.
- The CCG should try as soon and as fully as possible to gather information on potential perpetrators. Potential use of such information should be determined by the Knox County Sherriff and/or local EMA.

7.16 Mass Injuries

Emergency Level: I

Initial Response:

- Call 911.
- Notify the Office of Campus Safety.
- Establish triage area for injured persons.
- Administer basic first aid when possible and appropriate.
- Gather information to help local first-responders.
- Comply with directions given by local first-responders.

Communication and Notifications:

- Notify the President.
- Pursue further standard notifications: Dean of Students, Provost, Director of Public Affairs, Director of Health and Counseling
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist

General Instructions: See MEDICAL EMERGENCIES for information on response in case of injury of various kinds.

Special Considerations:

- “Mass injuries” differs from other medical emergencies for purposes of emergency response if and when there are implications for the well-being of other students, continuation of College operations, and public information.
- The CCG will need to determine impact on life at the College, to decide if classes and other business should continue, if there will be special needs for medical and counseling attention, if it will be necessary to establish plans for media relations, and if liability should entail special measures.

7.17 Medical Emergencies

Emergency Level: Varies

Initial Response:

- Call 911.
- Notify the Office of Campus Safety.
- Administer first aid, if possible and appropriate (see below for guidance). Do not move victim(s) unless imminent danger exists.
- Secure the scene, if necessary, to protect the victim(s) and to protect evidence.
- Remain with victim(s) until help arrives.
- Follow instructions given by local first-responders.
- Be prepared to convey any vital background information, possibly through contact with the Office of Health and Counseling.
- The Office of Campus Safety notifies the President and the Dean of Students.

Communication and Notifications:

- Pursue standard notifications: Provost, Director of Public Affairs, Director of Health and Counseling
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Notify the family of the victim(s).
- Release information more publicly only according to family wishes.

General Instructions:

- In case of medical emergency, contact 911 and notify the Office of Campus Safety.
- Do not move victim(s) unless imminent danger exists.
- Administer only very basic first-aid unless you are trained for more.
- Remain with the victim(s), keeping them as comfortable as possible, until emergency responders arrive.
- See the College's Pandemic Illness Plan for instructions on response to mass contagious illness.

- Basic instructions for response to some common medical emergencies, to review for the sake of preparedness:
 - **Alcohol Overdose**
 - Maintain an open airway.
 - Maintain body heat. Cover with blankets.
 - Roll victim on side if vomiting, to prevent choking.
 - **Bleeding:**
 - Have the injured person lie down. If possible, elevate legs or position head lower than trunk (to increase blood flow to the brain).
 - Elevate the site of bleeding.
 - Remove obvious dirt or debris from the wound. Do not remove large or embedded objects. Don't probe the wound or attempt to clean it.
 - Apply pressure directly to the wound, using any kind of clean cloth.
 - Maintain pressure until the bleeding stops.
 - When bleeding stops, bind the wound tightly with a bandage (or piece of cloth) and adhesive tape.
 - **Blisters and burns**
 - A blister or burn is an injury to the skin caused by friction, heat, or a chemical substance. First-degree burns show redness only. Second-degree burns have blister formation, and third-degree burns are charred or whitish in appearance, with numb skin.
 - For first-degree burn: immerse affected area in cold water for several minutes, wash area gently with soap and water, and apply over-the-counter topical ointments (aloe vera or Solarcaine) for comfort. No dressing is needed.
 - For second-degree burns: immerse affected area in cold water for several minutes, wash area gently with soap and water (avoiding breaking blisters), and cover burned area with antibiotic ointment (Neosporin or Bacitracin) and Telfa(non-stick) pads. Change dressing daily or more often if it becomes wet or soiled. Apply ointment daily. Normal healing includes weeping and clear watery drainage from blisters. Check date of last tetanus booster, if it has been greater than 10 years, it is advised to get an update.
 - For third-degree burns, get medical assistance immediately.
 - Visit the Office of Health and Counseling if:
 - face, genitalia, hands, or joints are burned;

- signs and symptoms of infection develop (fever over 101° after 24 hours);
 - drainage becomes pus-filled (green-yellow malodorous drainage).
 - increased redness, swelling, warmth to burned area occurs after 24-48 hours.;
 - If tetanus booster was more than 5 years ago, have burned area evaluated at the Health Service.
- **Choking**
 - Someone choking will not be able to speak or make sounds and may turn blue or become unconscious.
 - Do not slap victim on the back or insert fingers into his or her mouth.
 - Use the Heimlich maneuver: stand behind victim with arms around his or her waist, place the thumb side of your fist against the victim's abdomen (slightly above the navel and below the rib cage), grasp fist with your other hand and press it into victim's abdomen with a quick upward thrust, and repeat as necessary.
- **Convulsions or Seizures**
 - Do not restrain the victim;
 - Move away furniture or other potentially hazardous objects;
 - When event has ended, place victim on his or her side.
- **Fainting**
 - Keep the victim lying down;
 - Loosen any tight clothing;
 - Keep onlookers away;
 - Maintain open airway.
 - Do not pour water or in other ways try to revive the victim.
- **Frostbite**
 - Give victim a warm drink;
 - Warm frozen part of body, with warm (not hot) water. Do this only once.
 - Do not rub the area.
 - Keep victim away from heat source or flame.
- **Poisoning**
 - Victim should not eat or drink.
 - Do not induce vomiting.
 - Save label, container, and/or vomit if possible.

- Keep victim calm and still.
- Await professional instructions.

Special Considerations:

- No information should be released until the family has been notified. Respect family's wishes following notification.
- Injury reports should be filed for reporting purposes.
- CPR and defibrillation should be administered by first responders or those trained in their use.

7.18 Missing Student

Emergency Level: II

Initial Response:

- Suspected cases of missing students should be reported to the Office of Campus Safety.
- If the Office of Campus Safety and/or Student Affairs so determine, the report of suspected missing student(s) should proceed to the Office of the President and Student Affairs.
- If the Office of Campus Safety, Student Affairs, and/or the President so determine, an investigation may begin, especially if the situation matches any of those listed below (under “general instructions”).
- The Director of Campus Safety in collaboration with the President and the Dean of Students will determine whether or not to contact the Knox County Sherriff’s Office prior to 24 hours after the student was first considered missing.
- If a student has been missing for more than 24 hours:
 - the College will notify the Knox County Sherriff’s Office.
 - the College will notify the person identified as the “confidential contact” on the student’s emergency contact card;
 - the College will notify a parent or guardian if the student is under 18 years old;

Communication and Notifications:

- The Director of Campus Safety, the President, and the Dean of Students may choose to notify other staff, certain students, and family members of suspected missing students at any time.
- If a student is determined to have been missing for more than 24 hours, the Director of Campus Safety in collaboration with the President and the Dean of Students may choose to send a general notification to the community both to seek assistance and to report the situation.

General Instructions:

- Do not hesitate to report when you suspect someone may be missing.
- An investigation may begin even if a student has not been missing 24 hours if:
 - All possible efforts to establish contact fail;
 - Circumstances indicate that a crime may have occurred;
 - Circumstances indicate that the student is in danger of physical harm;
 - Unmet medical needs may threaten the life or health of the student;
 - Physical or mental disability jeopardize the student’s life or health.
- Questions to help investigate the situation include:
 - What is the evidence that the student is missing?

- Is there a witness to any evidence of crime, abduction, or violence?
- Has the student exhibited any unusual behavior?
- Has the student been ill or despondent?
- Is the student mentally or physically disabled?
- Has the student disappeared before?
- Does the student have any known substance-abuse problems?
- Has the student received any threats or warnings, or has the student been subject to any unusual treatment?
- Does anything about the student's lifestyle indicate a potential problem?
- Have there been any similar incidents?
- Response measures to aid Campus Safety and police investigations may include:
 - Interview the person who reported the disappearance and verify information with others;
 - Secure and evaluate the site of a potential abduction;
 - Interview any witnesses to any abduction or criminal event;
 - Obtain detailed descriptions and photographs of the student and any vehicles or other persons involved in the situation;
 - Obtain the student's academic and work schedules and interview anyone with whom the student has classes or work duties;
 - Obtain records and other potentially relevant information about the missing student from the Office of Health and Counseling;
 - Obtain all available potentially relevant information about the people with whom the student has important relationships;
 - Secure the student's residence as a potential source of information and evidence;
 - Canvass the area for potential witness information;
 - Monitor the student's accounts (e-mail, etc.) and key-card access records as appropriate;
 - Assign a liaison to the student's family for information back and forth.

Special Considerations:

Students must be informed each academic year that they have the option to designate a "confidential contact" (on their "emergency contact card": see Appendix K). The College will notify the confidential contact immediately after the student has been missing for 24 hours.

7.19 Power Outage

Emergency Level: III

Initial Response:

- Contact the Office of Campus Safety.
- The Office of Campus Safety works with Maintenance and local offices to fix the outage.
- If the outage is extensive or likely to last a significant amount of time, Campus Safety notifies the President, the Provost, and the Dean of Students.
- Initiate ConnectED to communicate with the College community.

Communication and Notifications:

- Pursue further standard notifications.
- Provide updates through ConnectED.

General Instructions:

- Power outages are not uncommon at Kenyon. When they happen,
 - Stay safe and provide assistance to others who may be unfamiliar with the space or have mobility restrictions;
 - Turn off all electrical equipment;
 - Do not use elevators;
 - If instructed to evacuate, please proceed cautiously to the nearest clear exit;
 - Be prepared: have a flashlight (and extra batteries) ready.
 - Do not use candles.
 - Await instructions.
- If employees deem their work environment to be unsafe during a power outage, they may leave after consulting with their supervisor regarding the duration of the outage.

Special Considerations:

- Power outages can lead to further crises and response measures should pay close attention to potential complications.
- An outage of any significant duration should prompt the CCG to meet to discuss contingency planning across campus.
- Because an outage is likely to disrupt normal communication channels, alternatives should be ready, including simple ones such as white-board informational postings at key campus locations.
- Whether or not to cancel classes and other business will be a key question, likely to prompt different answers from faculty, staff, and students.

7.20 Sex Offence

Emergency Level: Varies

Initial Response:

- Call 911, the Office of Campus Safety, the Office of Health and Counseling, and/or a Sexual Misconduct Advisor, depending on the situation and the wishes of the victim.
- Prepare to provide assistance as requested, including assistance determining how to report the offence, what treatment to seek, and whom to contact (family, staff, students, faculty) for appropriate support in the situation.

Communication and Notifications: As requested by the victim and/or warranted by the situation.

General Instructions:

- If you are the victim of a violent crime, workplace violence, or a sexual offence, seek aid immediately by calling the Office of Campus Safety;
- If you witness a violent crime, call the Office of Campus Safety immediately. Do not try to intervene unless absolutely necessary. Apply first aid procedures only if you have been trained to do so. Do not attempt to move severely injured victims. Do try to help victims by keeping them calm and comfortable. Prepare to report as much information as possible.
- Victims of sexual assault may choose to seek treatment and/or to report the assault to the police. Call the Office of Campus Safety for advice on how to proceed.

Special Considerations:

- Due to the sensitive nature of sexual offences, confidentiality is expected of anyone acting on behalf of the College. Victims should be informed, however, that confidentiality cannot be guaranteed once an offence has been reported to a College official.
- Victims have a right to refuse assistance. The victim decides whether or not to involve the police or seek medical help.
- If a victim wants to make a report or go to the hospital, he or she should not change clothes or shower. Any potential evidence (bedsheets, clothing) should be brought along in a paper bag.

7.21 Structural Failure

Emergency level: Varies

Initial Response:

- Evacuate the building if possible to do so safely.
- Contact the Office of Campus Safety and/or 911.
- Campus Safety directs further evacuations.
- Campus Safety determines whether or not to contact local first responders.
- Campus Safety alerts Maintenance.
- ConnectED alert to the community, if necessary.
- Campus Safety notifies the President.

Communication and Notifications:

- Standard further notifications: Provost, Dean of Students, Director of Public Affairs, EMES Specialist
- Further ConnectED updates

General Instructions:

- If a building or any part of it collapses or shows any threat of structural failure, evacuate immediately.
- If it is not safe to evacuate, await assistance.
- Contact the Office of Campus Safety and/or 911.
- Provide assistance to persons with disabilities.
- Prepare to explain or describe in detail the nature of any structural problems that are not obvious to emergency responders.

Special Considerations:

The community should be encouraged to report any signs of potential structural failure to the Office of Campus Safety and/or Maintenance, in consultation with the relevant Building Emergency Coordinator.

7.22 Suicide Threat

Emergency Level: II

Initial Response:

- Contact the Office of Campus Safety.
- Stay with the person unless it is unsafe to do so.
- If there is any chance the person is a danger to himself or herself (or to others), the Office of Campus Safety will intervene.
- The Office of Campus Safety may contact the Office of Health and Counseling, the Office of Housing and Residential Life, and local first responders as necessary.

Communication and Notifications:

- Notify parents or guardians to determine appropriate course of action.

General Instructions:

- If someone threatens to harm himself or herself, contact the Office of Campus Safety for advice and additional support.
- Stay with the person unless it is unsafe to do so.
- Insist on help.

Special Considerations:

The Office of Residential Life has special protocol for suicide threats reported to its staff. See the Residential Life emergency plan.

7.23 Suspicious Individual

Emergency Level: III

Initial Response:

- Report suspicious individuals to the Office of Campus Safety.
- Campus Safety approaches individual to determine potential threat.
- If individual cannot be found (and also to help determine potential threat), Campus Safety inquires with other members of the community.
- Campus Safety initiates a watch for the suspicious individual.

Communication and Notifications:

- Campus Safety notifies and consults with faculty, staff, and students in locations where the suspicious person has been seen.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- Campus Safety files requisite reports.

General Instructions:

Any suspicious person should be reported to the Office of Campus Safety immediately.

Suspicious behavior may include:

- Loitering;
- Harassment;
- Hauling property at an unusual time or location;
- Running while looking about as if being watched or chased;
- Going door to door in an office or residential building;
- Making transactions at a vehicle;
- Sitting for long periods in parked vehicles;
- Strange noises
- Other forms of unusual physical behavior.

Special Considerations:

Kenyon's relationship to the local area demands special measures for determining suspicious behavior. It is important to make determinations without needless confrontations or offense.

7.24 Suspicious Package

Emergency Level: Varies

Initial Response:

- Do not touch, tamper with, or move a suspicious package.
- Notify the Office of Campus Safety.
- If Campus Safety determines that the package is dangerous, they notify local EMA.
- If Campus Safety determines that the package is dangerous and local EMA has been alerted, Campus Safety should also contact the Office of the President.
- Follow directions from local EMA. College officials should not intervene by communicating with government offices.
- If the package is determined to be dangerous, notify other offices in case other similar packages have been received.

Communication and Notifications:

- Potential ConnectED message the community alerting them to look out for similar suspicious packages.
- Further standard notifications: Dean of Students, Provost, Chief Business Officer, Maintenance.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist

General Instructions:

- Signs of a potentially dangerous package include:
 - excessive postage,
 - handwritten or poorly typed addresses,
 - incorrect titles,
 - titles without names,
 - no return address,
 - misspellings of common words,
 - excessive weight,
 - lopsided or uneven packaging,
 - visual distractions,
 - oily stains or other discolorations,
 - peculiar odor,
 - ticking sound,
 - protruding wires or aluminum foil,
 - excessive security material,
 - restrictive endorsements (“personal,” “confidential”),
 - postmark that does not match return address.

- What to do once a package has been identified as suspicious:
 - Do not move or handle the package.
 - Evacuate the area and call the Office of Campus Safety.

Special Considerations:

A suspicious-package situation may develop into a case of terrorism, a bomb threat, a chemical hazard, or other emergency scenarios. See the relevant sections of this plan.

7.25 Terrorism

Emergency Level: I

Initial Response:

- Notify the Office of Campus Safety.
- Campus Safety notifies local EMA. College officials should not interfere by trying to communicate with other government or law-enforcement agencies.
- Campus Safety notifies the Office of the President.

Communication and Notifications:

- ConnectED alert to the community.
- Further standard notifications: Provost, Dean of Students, Director of Public Affairs.
- Phone-tree networking to guarantee full and redundant communications throughout the crisis.
- Convene CCG (electronically or by conference call)

General Instructions:

Instructions depend on the nature of the crisis. See relevant sections of this plan.

Special Considerations:

Special considerations depend on the nature of the crisis, but a situation involving terrorism will entail special interactions with government agencies. The Director of Campus Safety and the President should be the only officials serving as liaisons to these government agencies, and they should do everything possible to facilitate management of agency operations and personnel on campus.

7.26 Vehicle Accident (on campus)

Emergency Level: III

Initial Response:

- Call 911.
- Call the Office of Campus Safety.
- Perform basic first-aid as appropriate.
- Cooperate with emergency responders.
- Campus Safety notifies the President and the Dean of Students.
- See other scenarios for response to injuries and medical emergencies.

Communication and Notifications:

- Further standard notifications as necessary: Provost, Director of Public Affairs.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist

General Instructions:

- Call 911
- Perform basic first-aid as appropriate.

Special Considerations:

A vehicle accident on campus might involve members of the Kenyon community together with outsiders. Different response requirements might create confusion and complications.

7.27 Vehicle Accident (away, College vehicle, involving students)

Emergency Level: III

Initial Response:

- Notify the Office of Campus Safety.
- Campus Safety notifies the President and the Dean of Students.
- Campus Safety in collaboration with the family and the Dean of Students makes arrangements for treatment and/or alternative transportation.

Communication and Notifications:

- Further standard notifications: Provost, Director of Public Affairs
- President notifies family of the victim(s), if they have not yet been notified, and/or makes contact if notification has occurred by other means.

General Instructions:

- Call 911.
- Notify the Office of Campus Safety to arrange for vehicle repair and replacement.

Special Considerations:

An accident away involving students and a College vehicle creates complications for determining who is responsible for arranging treatment and alternative transportation. The Office of Campus Safety and the Dean of Students should work closely with the victim(s) and family-members to coordinate the best possible response.

7.28 Violent Crime in Process

Emergency Level: I or II

Initial Response:

- Call 911.
- Contact the Office of Campus Safety.
- Leave the immediate area and direct others to do so as well.
- If gunfire is involved, take cover immediately using all available means of protection and concealment. See ACTIVE SHOOTER for further guidance.
- Close and lock doors to protect yourself and the others from harm.
- Campus Safety contacts local law-enforcement and collaborates on response.
- Campus Safety notifies the President.

Communication and Notifications:

- ConnectED warning and information to the community.
- Further standard notifications: Provost, Dean of Students, Director of Public Affairs.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist
- President notifies family of any student violent-crime victims.

General Instructions:

- If you are the victim of a violent crime, workplace violence, or a sexual offence, seek aid immediately by calling the Office of Campus Safety.
- If you witness a violent crime, call Campus Safety immediately. Do not try to intervene unless absolutely necessary. Apply first aid procedures only if you have been trained to do so. Do not attempt to move severely injured victims. Do try to help victims by keeping them calm and comfortable. Prepare to report as much information as possible.
- Victims of sexual assault may choose to seek treatment and/or to report the assault to the police. Call Campus Safety for advice on how to proceed and/or how to reach assistance from staff in Health and Counseling and Student Affairs.
- If someone threatens to harm himself or herself, contact Campus Safety for advice and additional support.

Special Considerations:

- Violent crime may escalate and crises may evolve in unpredictable ways. Campus Safety and Building Emergency Coordinators should take action to mitigate and defuse critical situations.
- Workplace violence presents special situations (including harassment) subject to responses and rules determined by the Office of Human Resources.

7.29 Violent Crime Victim

Emergency Level: III

Initial Response:

- Call 911.
- Contact the Office of Campus Safety.
- Do not attempt to move severely injured crime victims. Apply first-aid only if you have been trained to do so. Do not disturb the scene of the crime. Wait for assistance.
- Prepare to report as much information as possible.

Communication and Notifications:

- Campus Safety notifies the President.
- Further standard notifications: Provost, Dean of Students, Director of Public Affairs
- ConnectED message if danger of further violence exists.

General Instructions:

- If you are the victim of a violent crime, workplace violence, or a sexual offence, seek aid immediately by calling Campus Safety.
- If you witness a violent crime:
 - Call Campus Safety immediately.
 - Apply first aid procedures only if you have been trained to do so.
 - Do not attempt to move severely injured victims.
 - Do try to help victims by keeping them calm and comfortable.
 - Prepare to report as much information as possible.
 - Do not disturb the scene of a violent crime.
- Victims of sexual assault may choose to seek treatment and/or to report the assault to the police. Call Campus Safety for advice on how to proceed.

Special Considerations:

Because local law-enforcement will have authority over any crime scene, College officials must cooperate in developing plans for ongoing response to the situation. It will also be important to cooperate in plans for responding to media inquiries and working with families of victims as well as the concerns of the community.

7.30 Wildfire

Emergency Level: Varies

Initial Response:

- Get clear of danger.
- If wildfire threatens campus buildings, evacuate.
- Call 911.
- Contact the Office of Campus Safety.
- Campus Safety will work with the Knox County Fire Department.
- Campus Safety notifies the President
- Campus Safety notifies other responsible College parties (e.g., Maintenance, the Brown Family Environmental Center, the Chief Business Officer)

Communication and Notifications:

- ConnectED message if wildfire threatens to spread and/or endanger lives or property.
- Pursue standard notifications: Provost, Dean of Students, Director of Public Affairs, Chief Business Officer.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist

General Instructions:

- Get clear of danger. Do not attempt to put out wildfires.
- Call 911 and/or contact the Office of Campus Safety.
- If wildfire threatens campus buildings, evacuate. Follow directions and proceed to staging areas.

Special Considerations:

- Maintenance, together with the Office of Campus Safety, controls grounds, buildings, utilities, and waste removal to prevent potential wildfires.
- Community members should report any potential outdoor fire hazards.

7.31 Weather

Note: *See below for responses to specific weather emergencies. This entry includes only general severe-weather information.*

Emergency Level: Varies

Initial Response

- Call 427-7007, Campus Safety's dedicated line, for information about severe weather.
- Seek shelter as necessary (see below).
- Campus Safety in collaboration with the President makes determinations about conduct of College business, special arrangements for safety provisions, and public messaging.

Communication and Notifications

- Campus Safety notifies the President of the threat of severe weather and/or potential or actual damage to persons or College property.
- ConnectED message warning of severe weather and providing updates.
- Further standard notifications: Provost, Dean of Students, Director of Public Affairs
- President may activate phone-tree notifications.

General Instructions: See below.

Special Considerations:

- Given the range of institutional programs, the number of essential services provided and the continuing needs of resident students, the College will remain open in all but the most extreme circumstances. The decision to excuse or dismiss employees from work due to severe weather conditions rests with the President in consultation with the Provost, Chief Business Officer, Director of Campus Safety and the Director of Human Resources. Supervisors are not authorized to make such decisions individually, except as noted below and with the consent of their Division Head(s). College employees are urged to use their own discretion in deciding whether they can safely commute to work. If personal health or safety is at issue in that decision, responsible judgment should be used.
- When weather conditions are so extreme that it becomes necessary to postpone or cancel any College activity, including but not limited to, canceling classes and/or sending home non-essential personnel, employees will be notified at the earliest possible time as follows:
 - An Employee-Info email
 - A voicemail on all campus phones
 - On the emergency alert text message service

- By calling (740) 427-7007. Employees should call this number during extreme weather or other emergencies to hear a recorded message regarding the status of work schedules.
- Members of the campus community are asked to NOT call the Department of Campus Safety so that telephone lines there can remain open for emergency calls.
- The College does not expect employees to take unnecessary risks to report to or remain at work. In cases where an employee decides, due to personal circumstances, that it is best not to report to work or to leave early because of adverse weather conditions and where the College has not issued a closing, late opening or early dismissal, the employee is expected to take annual leave or leave without pay, whichever is appropriate. Individual Faculty may choose to cancel class at their discretion understanding that it is easier for some to reach campus than others. Faculty must inform the students and the department chair if severe weather makes it impossible to meet a class.
- Designated Essential Personnel: Support operations directly involved with maintaining the health, safety and needs of our resident students are considered essential. These support operations include Dining Services, Maintenance, Student Housing, Student Health Center, and Campus Safety. The Bookstore and Library and Information Services, because of the high demand for services and the need to operate continually during severe weather, are also considered essential operations.
- When a decision is made to declare a severe weather day, closing administrative offices, the following will apply:
 - Except for Essential Personnel, benefit-eligible employees will be granted an excused absence with pay only when one of the following situations occurs:
 - A Level 2 Snow Emergency is declared by the Knox County Sheriff's department
 - A Level 2 Snow Emergency is declared by the Sheriff's department in the county in which you live
 - A determination is made by College officials to send non-essential employees home and/or cancel classes
 - Any level 2 Snow Emergency that is in effect at the start of a shift (for most persons that would be 8:30a.m.) shall be considered to be in effect for the entire shift regardless of when the snow emergency is lifted.
 - Employees who have committed to annual leave, (sick, personal or vacation) prior to any College announcement of closure or delayed opening, will be charged for annual-leave time accordingly.

- If time is missed due to any other weather conditions OR the local school district in which the employee resides is closed, in order to be paid, the time must be made up or a personal or vacation day must be used. If the time will be made up it must be done within the same pay period.
- Employees covered by a collective bargaining agreement should refer to their bargaining agreement for any additional terms or conditions provided therein

7.31.1 Hurricane

Emergency Level: Varies

Initial Response:

- Call 427-7007, Campus Safety's dedicated line, for information about severe weather.
- Seek shelter, and stay clear of trees, poles, and other objects that might fall.
- Campus Safety disseminates further warnings if necessary.
- Campus Safety contacts the President if the hurricane may endanger persons or College property.
- Await further information.
- Prepare to evacuate if necessary.

Communication and Notifications:

- Campus Safety initiates ConnectED warning if necessary as well as further updates.
- Further standard notifications as necessary: Provost, Dean of Students, Chief Business Officer, Director of Public Affairs.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist

General Instructions:

- Stay in a secure room.
- Stay away from windows.
- Remain indoors when the "eye" passes. The storm will resume shortly.
- Do not use candles if power goes out.

Special Considerations:

Although it is unlikely that the College would ever need to evacuate in case of a hurricane, evacuation planning procedures should include the possibility.

7.31.2 Snow Emergencies

Emergency Level: Varies

Initial Response:

- The Knox County Sheriff declares snow-emergency levels.
- The Office of Campus Safety maintains severe-weather emergency information on 427-7007.
- In collaboration with the Office of Campus Safety, Maintenance clears roads, treats pathways, and in other ways makes campus as safe as possible.
- See WEATHER, above, for College policy on employee response to snow emergencies and other severe weather.

Communication and Notifications:

- The Office of Campus Safety disseminates information via 427-7007, and through ConnectED announcements (e-mail, SMS, and telephone).
- The Office of Campus Safety stays in contact with the President (and other members of the CCG) to determine plans for College operations during severe weather.
- Further standard notifications: Provost, Dean of Students, Director of Public Affairs, Chief Business Officer.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist

General Instructions: See WEATHER, above, for information on College operations in cases of snow emergencies.

Special Considerations:

- Snow emergencies may create special challenges for people with disabilities. Emergency response should take care to meet their needs.
- Because some College business may continue even during declared snow emergencies, Campus Safety and Maintenance must be prepared to respond to the needs of staff, faculty, and students even when the Knox County Sheriff's declared a state of emergency has required residents of the County to stay at home.

7.31.3 Thunderstorms

Emergency Level: Varies

Initial Response:

- Call 427-7007, Campus Safety's dedicated line, for information about severe weather.
- Seek shelter, and stay clear of trees, poles, and other objects that might fall or attract lightning.
- Campus Safety disseminates further warnings if necessary.
- Campus Safety contacts the President if thunderstorms may endanger persons or College property.
- Await further information.

Communication and Notifications:

- Campus Safety initiates ConnectED warning if necessary as well as further updates.
- Further standard notifications as necessary: Provost, Dean of Students, Chief Business Officer, Director of Public Affairs.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist

General Instructions:

- Although thunderstorms rarely present serious danger, lightning strikes are possible, and thunderstorms may bring down trees as well as electrical poles and wiring.
- Exercise caution during thunderstorms: stay inside if possible, stay away from trees and poles, and beware downed power lines (which may conduct electricity even from a distance when there is water on the ground).
- Do not use candles if power goes out.

Special Considerations:

- Thunderstorms often lead to power outages in our area.
- The danger of falling trees necessitates careful tree Maintenance across campus.

7.31.4 Tornado

Emergency Level: Varies

Initial Response:

- Tornado siren sounds: A tornado warning is the sounding of the emergency siren for three minutes followed by seven minutes of silence. A warning indicates that a tornado has been sighted or has appeared on radar in the local area.
 - Tornado Watch: tornadoes are possible. Remain alert for approaching storms and be prepared to seek shelter.
 - Tornado Warning: a tornado is imminent. Seek shelter immediately.
- *See instructions below.*
- ConnectED messages send further alerts.
- Campus loudspeakers and other alarms sound.
- When tornado has passed, Campus Safety contacts President to begin crisis assessment.
- CCG convenes if necessary.

Communication and Notifications:

- Further standard notifications: Provost, Dean of Students, Director of Public Affairs, Chief Business Officer, Superintendent of Buildings and Grounds.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist.
- Further ConnectED messages as necessary.
- Website information for off-campus constituencies.

General Instructions:

- Campus Safety monitors weather conditions and issues notifications and alerts when severe weather threatens. For severe weather updates, call 427-7007.
- A tornado warning is the sounding of the emergency siren for three minutes followed by seven minutes of silence. A warning indicates that a tornado has been sighted or has appeared on radar in the local area.
- If the siren sounds or if severe weather approaches:
 - If outdoors, stay away from buildings, windows, and telephone or electric poles.
 - If outdoors, get to a low-lying area such as a ditch or ravine and lie face down with your head and face covered.
 - Seek shelter in a basement or ground floor hallway away from windows, or in a door frame. Get under a table or a desk.
 - Do not use elevators.
 - If requested, assist persons with disabilities to the safest area on the same floor.

- Once inside, stay away from windows, mirrors, glass, and unsecured objects such as cabinets and bookcases.
- Remain protected until the danger has passed—at least ten minutes after sirens have stopped.
- Call Campus Safety to report injuries or damage.

Special Considerations:

- Dangers created by a tornado may persist after the event itself in structural damage to buildings (see STRUCTURAL FAILURE).
- Readiness for tornadoes should be a persistent and important part of emergency-operations training and planning. Tornado scenarios (tabletop and simulations) should be conducted on a regular basis.

7.32 Workplace Violence

Emergency Level: Varies

Initial Response:

- Call 911.
- Contact the Office of Campus Safety.
- Evacuate or Shelter-in-Place, as appropriate (see below).
- Campus Safety collaborates with local law-enforcement as necessary.
- Campus Safety contacts and works with supervisors and/or division heads (including the President) as necessary.

Communication and Notifications:

- ConnectED messages as necessary to warn of any persistent threat of violence.
- Further standard notifications: Provost, Dean of Students, Director of Public Affairs.
- Campus Safety notifies the Environmental Safety and Emergency Management Specialist

General Instructions:

- If you are the victim of a violent crime, workplace violence, or a sexual offence, seek aid immediately by calling Campus Safety.
- If you witness a violent crime, call Campus Safety immediately. Do not try to intervene unless absolutely necessary. Apply first aid procedures only if you have been trained to do so. Do not attempt to move severely injured victims. Do try to help victims by keeping them calm and comfortable. Prepare to report as much information as possible.
- Victims of sexual assault may choose to seek treatment and/or to report the assault to the police. Call Campus Safety for advice on how to proceed.
- If someone threatens to harm himself or herself, contact Campus Safety for advice and additional support.
- If an active shooter is in your building:
 - If your room can be locked, stay put. Turn off all lights and stay out of sight.
 - If your room cannot be locked, determine if you can safely reach another lockable room or if you can safely exit the building.
- If an active shooter enters your classroom, residence hall room, or office:
 - Dial 427-5555 if possible and give your location. If you cannot speak, leave the line open so safety officers can hear what is happening.
 - If you cannot escape, attempt to negotiate.
- Only if absolutely necessary should you make any attempt to deal with an active shooter.

Special Considerations:

- Standard background checks during the hiring process are key to prevention of workplace violence.
- Readiness includes training staff to recognize signs of problematic behavior that might indicate potential future workplace violence:
 - Increasing belligerence
 - Ominous, specific threats
 - Hypersensitivity to criticism
 - Recent acquisition/fascination with weapons
 - Apparent obsession with a supervisor or coworker or employee grievance
 - Preoccupation with violent themes
 - Interest in recently publicized violent events
 - Outbursts of anger
 - Extreme disorganization
 - Noticeable changes in behavior
 - Homicidal or suicidal comments or threats
- Staff should be trained in threat assessment and prepared to report to supervisors the following information:
 - The exact nature and context of the threat and/or threatening behavior
 - The identified target (general or specific)
 - The threatener's apparent motivation
 - The threatener's ability to carry out the threat
 - The threatener's relevant background, including work history and past behavior on the job.
- The College should maintain a work-place violence statement. For a guide to producing a statement see: <http://www.fbi.gov/publications/violence.pdf>

8. Recovery and Reporting

Experts on emergency readiness stress that what happens following a crisis is crucial. Not only because crises can develop into further crisis without proper recovery provisions but because essential aspects of emergency response take place after a crisis has apparently ended, it is very important to make sure that the College has full plans in place for what happens at this stage.

Stages of recovery and reporting include counseling and other modes of care for affected individuals, damage assessments, clean-up and salvage operations, business impact and continuity, and investigations of various kinds. Planning for these stages include provisions for business continuity in cases where some College operations have been compromised, training for College counseling and support staff, and policy on best practices in handling potential internal and external investigations.

8.1. Cleanup, Salvage, and Recovery

Prompt, proper cleanup and salvage can significantly reduce property damage and operational downtime. Following an emergency, Maintenance and other College personnel should act quickly to initiate cleanup and salvage operations. Their efforts should include the following:

- Separate undamaged property from damaged property.
- Make temporary repairs so as to minimize further damage.
- Arrange for decontamination, if necessary.
- Notify insurance carriers, vendors, and other firms or agencies involved in damage assessment and property replacement.
- Contact government agencies and private organizations that can assist in the recovery process. For example, government agencies can (and in some cases must) help with inspections, permits, certificates of occupancy, and the removal/disposal of debris. Insurance companies not only help with damage assessment but also sometimes provide technical (e.g., engineering) assistance.
- Put into effect pre-loss agreements for alternate facilities, services, etc.
- Itemize and document damages and losses (e.g., with photographs).
- Draft a recovery schedule and estimate the costs of recovery.

8.2. Initial Disaster Report

Following an emergency, the Office of Campus Safety should prepare an initial report. The report should include the following:

- A narrative recounting precisely what happened.
- The time of the incident.
- The location of the incident.
- The extent of damage or loss, including cost estimates.
- Type and extent of assistance required, including both College personnel and outside agencies.
- Additional remarks pertinent to the incident (causes, etc.).

8.3. After-Action Report

The Office of Campus Safety should also prepare a more comprehensive report. This after-action report is essential as a means of recording systematically the activities of the College personnel, in order to:

- Document the sequence of events and the actions taken in response.
- Determine responsibility and/or liability especially in the event of lawsuits or other legal action.
- Furnish other agencies with documentation, if needed.
- Evaluate the response of College personnel and outside agencies.

The supervisor or on-the-scene manager of each department is responsible for gathering documentation to support the assertions and conclusions of the after-action report. College personnel should assess damages only as soon as it is practical and safe to do so.

The after-action report should include the following (see Appendix F for an after-action report form):

- General Information: date, time, location, and description of the emergency, along with the time the department was notified.
- Operations Summary: Warnings and alerts of the emergency, actions taken in response (specifying times), communications during the emergency (methods and equipment), recovery and other post-emergency operations, and implications and lessons for planning and training.
- Strengths: management and administrative, clerical, other.
- Problems: personnel, information and planning, operations, organization, supplies and equipment, communications, and training.
- Administrative issues: informational and educational activities (e.g., class interruptions), special affairs, morale and discipline.

- Supplies and equipment: special supplies and equipment used, problems and needs
- Lessons learned and recommendations for the future
- Summary of injuries—nature and extent
- Damage Assessment: property damage and losses, not only immediate and obvious but potential future losses that may take place if salvage operations are delayed (all itemized and documented, with photographs and other means); interruption of business and College activities.
- Cleanup and Salvage Operations: immediate cleanup, salvage, and decontamination operations; temporary repairs; long-term recovery operations; procedures for reporting to insurance carriers, students and parents, etc.; pre-loss agreements for alternate facilities, services, etc.; estimated recovery schedule, including cost benefits of expedited repairs.

8.4. Damage Assessment

An immediate responsibility after a major incident is to safely and quickly assess the extent of damage to any affected operational and functional areas of the College. A status update must be provided to the Emergency Management Coordinator as soon as it is available. The updates should continue until the operation is disbanded or until return to normal operations is completed. Items that apply with damage assessment include the following:

- Identify buildings that are safe and those that require steps to make them safe.
- Inspect buildings with a qualified team and do not attempt to enter potentially affected buildings alone
- Construct a building damage assessment checklist for each affected building and provide it to the Emergency Response Coordinator for prioritization
- Consider impact to business continuity when prioritizing repairs (critical areas, cost for repair and impact on University operations)
- Prioritize areas for immediate work
- Ensure individuals who inspect the buildings are qualified to do so
- Establish relationships with structural, civil, mechanical, and other specialists and local building or city departments who can help in the evaluation
- Determine which repairs can be done with internal staff and which must be done externally
- Keep a technically current list of qualified vendors and resources to assist
- Vendors and resources should include contact information of structural engineers, contractors, supply and equipment vendors, restoration and recovery contractors, etc., who can help with inspections, estimates, and repairs to College facilities
- Focus initially on structural damage
- Once safe to enter, focus next on interior damage, including all utilities (gas, electric, water, other fuels, etc.), lighting, HVAC, telephone, computers, furnishings, etc.

8.5. Emotional Aftermath and Counseling

Post Traumatic Stress Disorder (PTSD) is a psychiatric disorder that can occur following witnessing or experiencing life-threatening events. These include a variety of human and natural incidents the College plans address. Trauma experts recommend that colleges and universities create a caring and trusting environment following the event. Stress management strategies might be conducted during class time to encourage participation and demonstrate support.

Common signs and signals of stress reactions to traumatic events may last a few days, weeks, months, or longer, and include the following:

- Physical: nausea, vomiting, fatigue, dizziness, headaches, rapid heartbeat, and difficulty breathing
- Cognitive: nightmares, confusion, suspiciousness, uncertainty, trouble concentrating, and disorientation
- Emotional: anxiety, fear, guilt, grief, anger, shock, denial, and agitation
- Behavioral: anti-social behavior, withdrawal, change in speech patterns, inability to rest, and increase in alcohol consumption

Individuals experiencing PTSD may benefit from the following: physical exercise, discussion of feelings with others, avoiding drugs and alcohol, maintaining an active schedule, eating regular well-balanced meals

Managers and leaders around personnel experiencing PTSD may use the following guidelines:

- Remain in charge
- Seek support from administration
- Allow others to know your feelings as well
- Share information
- Seek assistance from medical personnel
- Encourage others to talk about their feelings
- Build on the strengths of the group
- Be aware of the healing value of work

8.6. Critical Stress Debriefing

- Confidential group discussion of a highly traumatic incident
- Is most effective within 24 to 72 hours of the incident
- Severely stressful incidents are discussed with trained peer counselors
- Purpose is to relieve personal and group anxiety and stress
- Provides a means to quickly vent feelings in a non-threatening atmosphere

- Also addresses which strategies should have been implemented more effectively and in a better way
- Review what could have been done to have you work through the crisis with less stress
- Provides thoughts on which other people should have been involved and why

8.7. Business Continuity Planning

Contingency planning and business recovery considerations are required to support a comprehensive incident response plan. The main focus of the incident response plan is the health and safety of students, personnel, and visitors. There is also a need to build awareness of and planning for the restoration and recovery of critical College processes. Recovery strategies are based on the needs and established priorities of the College to increase the probability of a higher level of stability and orderly recovery. The recovery plan is based upon risk analysis and business impact analysis as performed by the College. This plan contains general assumptions and a sequence of events that need to be followed to achieve recovery of resources. An incident affecting the College may require medium- and long-term temporary solutions to operational issues and should all be included as part of the business continuity plan. It is critical to keep this section of the plan technically current through updates, testing, and implementation of lessons learned. A copy of the recovery plan should also be kept by key personnel at home and at an off-site location.

The College's business continuity plan [Appendix X] contains the following:

- A brief description of each department, including departmental mission, its critical processes (life safety and business processes), its location, and main phone numbers
- A phone tree of departmental personnel (office, cell, and home numbers)
- A designation of key incident response leaders and backups for each department
- A designation of key recovery/restoration leaders and backups for each department
- Vital records of each department
- Identification of critical hardware and software needed by department
- Location of off-site backup of critical software and a contact with authority to obtain it if needed
- Reference to the College Emergency Operations Plan
- Alternative workaround procedures in the event of prolonged disruptions

8.8. Business Impact Analysis

The Business Impact Analysis (BIA) can be conducted via questionnaires, workshops, interviews, or an agreed-upon combination of these methods. They should be conducted after a clear agenda and set of objectives has been published. A BIA report should be prepared and reviewed with College leadership so that a recovery plan will be developed based on an understanding of the

potential risks that can affect the College and how they may potentially affect critical processes. The following procedures recommended by the Disaster Recovery Institute International (DRII) can be followed in implementing the BIA:

1. Establish the BIA project

- Identify and obtain a BIA sponsor: College leadership support at the highest level is needed to implement the BIA effectively
- Choose an appropriate planning/methodology tool: software from a selected BIA vendor, or in-house developed spread-sheets and forms are acceptable
- Identify and inform BIA participants of the BIA project and its purpose: ensure all participants are aware of the scope and purpose of the BIA implementation
- Identify tracking requirements: develop a timeline for progress updates and ensure the process is implemented as expected
- Obtain agreement on the final project time frame: select a reasonable time period for the project so that all participants can continue to perform other important University roles in addition to participating in the BIA process

2. Assess Effects of Disruptions, Loss Exposures, and Business Impact

- Potential effects of disruptions include: loss of key personnel, assets, disruption to continuity of services and operations, violation of laws and public perception
- Potential impact of disruptions on business includes: financial, suppliers, public relations credibility, regulatory requirements, environmental, operational and personnel issues
- Quantitative loss exposures include: property loss, revenue loss, fines, cash flow, accounts receivable, accounts payable and additional expense
- Qualitative loss exposures include: human resources, morale, confidence, legal, social, and corporate image and financial credibility

3. BIA Implementation

- Collection methodologies: the BIA can be implemented via questionnaires, interviews, workshops or an agreed-upon combination. Regardless of the method, all participants should be informed of the purpose, scope, and expected results of the BIA survey.
- BIA report: All impact findings and issues should be contained in the report. Results should be reviewed with participants, and then presented to College leadership.
- Prioritization: define the criticality of results and prioritize them by business functions and support (personnel) functions. All vital records (software and written) to support business functions should be identified and prioritized. Include all interdependencies and realistic replacement times.

8.9 Ensuring Continuity of Operations (Business Plan)

All critical processes identified in the BIA should be evaluated for potential interruptions by risks and incidents as identified in the College's plans. A formal process for restoration and recovery is recommended for business functions of the College that may need longer-term solutions for continued viability. Examples of a few of the critical processes that require some form of recovery planning include the following:

- Payroll strategies [See AICUO 101-102 for full explanations]
- Alternative housing
- Government assistance
- Alternative suppliers and sources
- Critical funding inflows
- Utility disruptions
- Alternative education methods
- Financial auditing processes
- Loss of critical personnel
- Student-service disruptions

Appendices

Appendix A. Text of the Emergency Response Handbook (“In Case of Emergency”)

In Case of Emergency: A Guide for the Kenyon Community

An emergency can happen at any time. This booklet offers guidelines for the Kenyon community on how to handle various dangerous situations. You can help by reading the booklet and being prepared.

EMERGENCY TELEPHONE NUMBERS

In an emergency call 427-5555

Campus Safety: 427-5109

For information on college closing and weather emergencies: 427-7007

Health and Counseling: 427-5525

EMERGENCY ALERTS

Kenyon emergency alerts go automatically to cell phones, land lines, and e-mail accounts.

Be sure you are in the system: contact Campus Safety at 427-5555.

See the Web site for up-to-date information: www.kenyon.edu

SHELTER IN PLACE

Some emergencies will require you to remain inside. “Shelter in place” means staying put and, if possible, choosing a small room with as few windows as possible for refuge. To shelter in place:

1. Stop classes, work, or business operations.
2. Remain inside the building and ask others to do the same (assign an individual to ensure other occupants know of the need to shelter in place).
3. If possible, relocate to a room on the safest floor, preferably interior, with the fewest windows and vents, as far as possible from the location of the incident.
4. Call emergency contacts to let them know who is sheltering in place, and that they are safe.
5. Close and lock all windows, exterior doors, and other openings to the outside.
6. Do not erect barricades or obstacles in the event a fire or other incidents make it necessary to evacuate.
7. If possible, stop all fans and HVAC equipment forcing air into or out of the building.
8. Remain sheltered until otherwise directed by College officials.

TORNADO WARNING SIREN

It's Friday at noon. What's that noise? It's the tornado warning siren—just a test. *If you hear the tornado warning siren and it's not Friday at noon, seek shelter.* (All is clear when you hear two 30-second signals separated by a thirty-second silence.)

Medical Emergencies

In a medical emergency, call 427-5555 or 911

HEALTH AND COUNSELING CENTER INFORMATION

Location: 221 North Acland Street (near Caples)
Hours: Monday through Friday, 8:30 a.m. to 5:00 p.m.
(closed 12:30-1:30 p.m. for lunch)
Contact: Health: 5525
Counseling: 5643

KENYON'S GOOD SAMARITAN POLICY

In order to ensure that students receive prompt and appropriate attention for alcohol intoxication and that there are no impediments to seeking such assistance, the College hereby institutes a Good Samaritan policy. In those instances in which a student calls the Office of Campus Safety or another College office for assistance with an intoxicated or impaired student, neither the individual calling nor the student in need of assistance will be charged with violations of the College's policies on alcohol and other drugs.

See the *Student Handbook* for more information, and for information about state and local laws governing the sale, consumption, and use of alcohol and other drugs.

Weather Emergencies

Campus Safety monitors weather conditions and issues notifications and alerts when severe weather threatens. For severe weather updates, call 427-7007.

A tornado warning is the sounding of the emergency siren for three minutes followed by seven minutes of silence. A warning indicates that a tornado has been sighted or has appeared on radar in the local area.

If the siren sounds or if severe weather approaches:

1. If outdoors, stay away from buildings, windows, and telephone or electric poles.
2. If outdoors, get to a low-lying area such as a ditch or ravine and lie face down with your head and face covered.
3. Seek shelter in a basement or ground floor hallway away from windows, or in a door frame. Get under a table or a desk.
4. Do not use elevators.
5. If requested, assist persons with disabilities to the safest area on the same floor.
6. Once inside, stay away from windows, mirrors, glass, and unsecured objects such as cabinets and bookcases.

7. Remain protected until the danger has passed—at least ten minutes after sirens have stopped.
8. Call 427-5555 to report injuries or damage.

Fire Emergencies

1. If you smell smoke or see flames, pull the nearest fire alarm immediately.
2. Evacuate the building if:
 - An uncontrolled fire of any kind exists.
 - A fire alarm sounds.
 - There is smoke or the strong smell of something burning.
 - Surrounding materials become abnormally hot.
3. If there is smoke, crawl.
4. Feel doors before opening them. If the door or a metal knob is hot, do not open. If the knob is cool, brace yourself against the door, open it slightly, and if heat or heavy smoke are present, close the door and stay in the room.
5. If you get trapped, keep doors closed and place cloth material around and under door to prevent smoke from entering. Signal for help by hanging an object at the window to attract the attention of firefighters.
6. If you catch on fire, stop, drop, and roll to smother the flames.
7. Go to the nearest exit or stairway. If the nearest exit is blocked by fire, heat, or smoke, go to another exit.
8. Do not use elevators.
9. Activate the building fire alarm if it is not already sounding.
10. Do not re-enter the building until safety officers say it is safe to do so.
11. Notify Campus Safety at 427-5555, from a safe distance.

ESSENTIAL DISASTER SUPPLIES

1. Flashlight with extra batteries
2. Battery-powered radio
3. Drinking water
4. Three-day supply of necessary medications, extra glasses, and other personal health essentials
5. First-aid kit
6. Emergency blanket (mylar)
7. One complete change of clothing

BLUE LIGHT EMERGENCY CALL BOXES

There are twenty-one blue-light emergency-call boxes on campus. They immediately connect you with Campus Safety. Do not hesitate to use the call boxes for: emergency assistance and information, medical assistance, fire alert, reporting crimes or suspicious persons, reporting vehicular accidents, or if you feel unsafe for any reason. There is no handset; simply push the button, talk, and you will be in two-way voice communication with a safety officer. If you are

unable to speak, an officer will be dispatched to the call box location immediately. If you are unable to remain in the area, give your name and your intended direction of travel.

Active Shooter

1. If an active shooter is outside your building:
 - Stay in or go to a room that can be locked and turn off all lights, lock windows, and stay out of sight.
 - One person in the room should call 427-5555.
 - Stay put until given instructions by Campus Safety or a police officer.
2. If an active shooter is in your building:
 - If your room can be locked, stay put. Turn off all lights and stay out of sight.
 - If your room cannot be locked, determine if you can safely reach another lockable room or if you can safely exit the building.
3. If an active shooter enters your classroom, residence hall room, or office:
 - Dial 427-5555 if possible and give your location. If you cannot speak, leave the line open so safety officers can hear what is happening.
 - If you cannot escape, attempt to negotiate.
4. Only if absolutely necessary should you make any attempt to deal with the shooter.

PERSONS WITH DISABILITIES

Individuals who need special assistance in an emergency (even temporarily) should plan in advance:

1. Notify administrators in buildings you use regularly.
2. Notify your community advisor.
3. Identify two people to provide assistance in evacuating buildings and in notifying emergency personnel of your status.

In an emergency:

1. Do not hesitate to call 427-5555 to inform emergency personnel of your situation.
2. If you are unable to evacuate on your own, and no assistance is available, try to get to the nearest exit stair or remain in your room.
3. If you are unable to evacuate or call 427-5555, ask someone leaving the building to notify emergency personnel of your location.

Hostage Situation

If you are taken hostage:

1. Do not attempt to escape unless you are sure you can do so safely.
2. Remain calm and be polite and cooperative. Speak normally and do not complain.
3. Do not draw attention to yourself or make sudden movements.

4. Observe the hostage-takers and try to memorize features or clothing that might help identify them.
5. Try to establish a good relationship with the hostage-takers (to make them less likely to harm you).
6. Try to stay low to the ground, behind cover, and away from windows.

Suspicious Package

Signs of a potentially dangerous package include: excessive postage, handwritten or poorly typed addresses, incorrect titles, titles without names, no return address, misspellings of common words, excessive weight, lopsided or uneven packaging, visual distractions, oily stains or other discolorations, peculiar odor, ticking sound, protruding wires or aluminum foil, excessive security material, restrictive endorsements (“personal,” “confidential”), postmark that does not match return address.

What to do once a package has been identified as suspicious:

1. Do not move or handle the package.
2. Evacuate the area and call Campus Safety at 427-5555.

Bomb Threat

1. If you receive notification of any kind indicating that there might be a bomb on campus, get as much information as possible and notify Campus Safety immediately at 427-5555.
2. If you receive a written bomb threat, ensure the document is handled as little as possible, and pass it on to safety officers as soon as possible. If the written threat is received by electronic means, save it and call Campus Safety immediately.
3. If you receive a bomb threat on the telephone, calmly gather as much information as possible by keeping the caller on the line; ask for details about the bomb, and try to gather information about the caller (sex, age, location). Have someone else notify Campus Safety, and notify the office yourself once the call has ended.
4. Write down all information.
5. After contacting Campus Safety, await instructions. Do not pull a fire alarm or evacuate a building on your own.

Violence

1. If you are the victim of a violent crime, workplace violence, or a sexual offence, seek aid immediately by calling Campus Safety at 427-5555.
2. If you witness a violent crime, call Campus Safety immediately at 427-5555. Do not try to intervene unless absolutely necessary. Apply first aid procedures only if you have been trained to do so. Do not attempt to move severely injured victims. Do try to help victims by keeping them calm and comfortable. Prepare to report as much information as possible.

3. Victims of sexual assault may choose to seek treatment and/or to report the assault to the police. Call Campus Safety at 427-5555 for advice on how to proceed.
4. If someone threatens to harm himself or herself, contact Campus Safety at 427-5555 for advice and additional support.

Evacuation Procedures

1. Keep in mind that evacuation is not appropriate in all emergencies (see “Shelter in Place”).
2. If an evacuation is announced, see posted building plans for specific guidance.
3. Remain calm and leave quickly.
4. Take only essential personal items, such as current medications, glasses, and cell phones.
5. As you exit, make sure all building occupants have heard the evacuation command. Quickly check restrooms, storage rooms, and other separate spaces as you go.
6. If requested, assist persons with disabilities who appear to need direction or help.
7. Shut all doors behind you as you go. Lock residence hall rooms, if possible.
8. Once you have evacuated a building, keep moving to a good distance, to guarantee your safety and to make room for emergency personnel.
9. Should it be necessary to evacuate campus, directions will be given and transportation will be provided.
10. Pay close attention to instructions from emergency personnel.

Power Outage

Power outages are not uncommon at Kenyon. When they happen, please stay safe and provide assistance to others who may be unfamiliar with the space or have mobility restrictions. Turn off all electrical equipment. Do not use elevators. If instructed to evacuate, please proceed cautiously to the nearest clear exit. And be prepared: have a flashlight (and extra batteries) ready.

Fuel Leak

If you detect a fuel leak, evacuate immediately and then contact Campus Safety at 427-5555. Do not use electronic devices near the leak. Do not return to the area until permitted to do so. If time permits and you can do so safely, ventilate the area.

Emergency Telephone Numbers

In an emergency call 427-5555

Campus Safety: 427-5109

For information on college closing and weather emergencies: 427-7007

Health and Counseling: 427-5525

Emergency alerts

Kenyon emergency alerts go automatically to cell phones, land lines, and e-mail accounts.

Be sure you are in the system: contact Campus Safety at 427-5555.

B. Quick-Read Protocol for Crisis Command Group

The following protocol, excerpted from Dan Temple’s Report, “A State of Readiness,” indicates items for the Crisis Command Group to consider in any crisis. The protocol might be used during actual crises or in training exercises.

A State of Readiness DRAFT VERSION 3 May 31, 2008

**Appendix 4 Quick-Read Protocol for the Crisis Command Group
(Physical Crisis)**

TIMING: is this event ...

... about to happen?	... in progress?	... finished?
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SCOPE: how wide an area is affected?

regional or wider - disrupts not only institutional operations and functions but those of the surrounding community.	campus emergency - disrupts the orderly operation of the College or its educational mission.	critical incident - initial impact is limited to a specific segment or subgroup within the College.
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CAUSE: what caused the event?

environment	human - intentional	human - accidental
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OBSERVED OR POTENTIAL HARM

death	injury	sickness
damage to facilities or infrastructure	financial loss	prestige loss
loss of institution-critical information	exposure of private information	psychological damage

FIRST RESPONDERS' ACTIONS: what has been done?

quick and short informative and directive messages	outside first responders called: fire/EMS, Sheriff, FEMA	
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MESSAGES SENT ALREADY

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MESSAGES NEEDED - ON-CAMPUS

quick and short informative and directive messages	longer informative messages	
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MESSAGES NEEDED - OFF-CAMPUS

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MEDIA ISSUES

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MISCELLANEOUS QUESTIONS

hazardous materials involved?	need legal advice?	inform Board Chair?
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C. Emergency Checklists

Any checklist-guides to emergency readiness, response, and recovery should be filed in this section of the plan.

D. Refuge Shelters

The following buildings are available to the Kenyon community for emergency shelter. The first two listed—the Kenyon Athletic Center and Peirce Hall—are most able to accommodate large numbers of people and are best equipped for shelter needs.

Kenyon Athletic Center	221 Duff Street
Peirce Hall	201 College-Park Street
Chalmers and Olin Libraries	103 College Drive
Old Kenyon	206 College-Park Street
Caples Residence	217 North Acland Street
Gund Commons	101 East Brooklyn Street
McBride Residence	202 Gaskin Avenue
Mather Residence	215 North Acland Street
Higley Hall	202 North College Road

These buildings are of concrete construction, with masonry walls. The safest location is the lowers level, because there are no windows.

If the emergency situation is near one of these buildings, it should not be used as a shelter. Only shelters outside the exclusion zone (the danger area) should be used.

E. Evacuation Vehicles

The following institutions currently have buses that may be used in an evacuation:

First Church of the Nazarene	807 Coshocton Avenue	392-8466
First Church of God	10 Pine Street	392-6261
Newark Road Church of Christ	1200 Newark Road	397-0838
Mount Vernon Public Schools	302 Martinsburg Road	397-7422
Knox County Public Schools	106 East High Street	393-6767
Knox County Head Start	115 Meadow Lane	427-2858
Mid-Ohio Transit Authority	26 Columbus Road	393-0161
(MOTA)		397-8180

F. Reporting and Recovery Documents and Reports

Sample forms for documentation and reporting should be filed in this section of the plan.

F.1. Initial Disaster Report

Following an emergency, the Office of Campus Safety should prepare an initial report. The report should include the following:

- A narrative recounting precisely what happened.
- The time of the incident.
- The location of the incident.
- The extent of the damage or loss, including cost estimates.
- Type and extent of assistance required, including both College personnel and outside agencies.
- Additional observations and notes pertinent to the incident.

F.2. After-Action Report

The Office of Campus Safety should also prepare a more comprehensive report. This after-action report is essential as a means of recording systematically the activities of College personnel, in order to:

- Document the sequence of events and the actions taken in response;
- Determine responsibility and/or liability, especially in the event of legal action;
- Furnish other agencies with documentation, if needed;
- Evaluate the response of College personnel and outside agencies.

Supervisors of each department as well as the Office of Campus Safety are responsible for gathering documentation to support the assertions and conclusions of the after-action report.

The after-action report should include:

- General Information
 - Date and time of the emergency
 - Description of the emergency
 - Time the department was notified
 - Precise location of the emergency
- Operations Summary
 - Warnings and alerts of the emergency

- Actions taken in response to the emergency, specifying times
- Communications during the emergency—methods and equipment
- Recovery and other post-emergency operations
- Implications and lessons for planning
- Implications and lessons for training
- Strengths
 - Management and administrative
 - Clerical
 - Crisis Command Group
 - Other
- Problems
 - Personnel
 - Information and planning
 - Operations
 - Organization
 - Supplies and equipment
 - Communications
 - Training
- Administrative Issues
 - Information and educational activities (e.g., class interruptions)
 - Special affairs
 - Morale, responsiveness, and discipline
- Supplies and Equipment
 - Special supplies and equipment used
 - Problems and needs not met
- Lessons learned and/or recommendations for the future
- Summary of Injuries—nature and extent
- Damage Assessment (College personnel should assess damages as soon as it is practical and safe to do so. Assessments should include not only immediate or obvious damage but also the potential for further losses that may take place if salvage operations are delayed)
 - Property damage and losses: itemized and documented (e.g., photographs)
 - Interruption of business and College activities
- Clean-up and Salvage Operations
 - Immediate cleanup, salvage, and/or decontamination operations
 - Temporary repairs
 - Long-term recovery operations
 - Procedures for reporting to insurance carriers, students and parents, etc.
 - Pre-loss agreements for alternate facilities, services, etc.
 - Estimated recovery schedule, including cost benefits of expedited repairs

G. Divisional Emergency Plans

Various campus offices have their own division-specific emergency operations plans. Those offices include: LBIS, the Office of Housing and Residential Life, and the Office of Campus Safety. These divisional emergency plans should be kept on file alongside this plan. The plans are maintained by the head in each office.

Other plans include those addressed to specific problems—e.g., the College’s Pandemic Illness Plan, which is maintained by the Office of Health and Counseling in collaboration with the Office of Housing and Residential Life.

This section of the plan should include any considerations specific to coordination of divisional emergency plans with the College’s general plan.

H. Emergency Communications Information: Phone Trees and Other Protocols

As indicated in section 6 of this plan, emergency notifications proceed according to the College's reporting structure (as listed in the organizational chart posted on the Office of Human Resources website: <http://www.kenyon.edu/x17624>). Any more directive, phone-tree style communications protocols should be filed in this section of the plan, and made available to all College offices in a quick-read format.

I. Building Representatives

A current listing of all College building representatives should be filed in this section of the plan.

J. Listing of Evacuations Sites

Below is a sample (2009-2010) listing of locations for evacuation-vehicle pick-ups. This sample listing should be kept up to date, with the current list filed in this section of the plan.

Bus Number	Bus Stop	Halls/Living Units	# in bus	total # for living unit	Bus Code	Dean Staff	SAC Staff	Paraprofessional Staff	Destination
	North - Watson	Watson	43	43			Gary Sweeney	Diane Kenealy	
	North -	New Apts./Wilson	39	155	New - 1		Elliot Rushton	Gwen Faulkner	
	North -	New Apts./Wilson	39		New - 2		Erin Salvae	Laurel Eckstrand	
	North -	New Apts./Wilson	39		New - 3			Suzanne Stroganova	
	North -	New Apts./Wilson	39		New - 4			Matt Troutman	
	North -	Bexley	28	56	B - 1		Michael Durham	Neil Johnston	
	North -	Bexley	28		B - 2			Anne Kruk	
	North -	Caples	41	144	C - 1		Matt Burdette	Cory Anderson	
	North -	Caples	41		C - 2		Adam Exline	Anita Mallya	
	North -	Caples	41		C - 3			Mo Hamad	
	North -	Caples	41		C - 4			Emma Lippincott	
	North -	McBride-Mather	40		MM - 1		Kathleen Kieper	David Ellis	
	North -	McBride-Mather	40		MM - 2		Scott Thielke	Emily Kliever	
	North -	McBride-Mather	40		MM - 3		Suzanne Helfant	Adam Tassile	
	North -	McBride-Mather	40		MM - 4			Elizabeth Gottmer	
	North -	McBride-Mather	41		MM - 5			Lindsey Fritz	
	North -	McBride-Mather	41		MM - 6			Thomas Lewis	
	North -	McBride-Mather	41		MM - 7			Joel Sherman	
	North -	McBride-Mather	41		MM - 8			LaShaunda Craft	
	North -	McBride-Mather	41		MM - 9			Jeffrey Cox	
	North -	Norton	41	82	N - 1		Kelly Bryan	Anne Severe	
	North -	Norton	41		N - 2			Andy Saygers	
	North -	Gund	36	72	G - 1		Christie Kilroe	Josie Comas Bardot	
	North -	Gund	36		G - 2			Elyssa Davis	
	North -	Lewis	36	75	L - 1		Duane Gomez	Katie Woods	
	North -	Lewis	37		L - 2			Justin Bain	
	Center -	BFEC/Chi House/Crozier/Delt/Hille/Forman/Mu men/Duff St./Grill/Harlow	38	38	H - 1		Marc Bragin	John Meyers and Rachel C.	
	Center -	Farr/Snowden/Spaid	42	42	H - 2		James Steen	Andy Boylan	
	Center -	Off Campus	42	42	OC		Doug Zipp	Brent Turner	
	South -	Leonard/Aclands	36	143	LA - 1		Sam Hughes	Tsvetan Asamov	
	South -	Leonard/Aclands	36		LA - 2		Marne Ausec	Tristan Potter	
	South -	Leonard/Aclands	36		LA - 3			Jun Tashiro	
	South -	Leonard/Aclands	35		LA - 4			Juney Shober	
	South -	Hanna	40	79	HA - 1		Amy Williams	Lauren Burley	
	South -	Hanna	39		HA - 2			Erin Ciarimboli	
	South -	Bushnell/Manning	37	110	BM - 1		Matt Croci	Jean Mouglin	
	South -	Bushnell/Manning	37		BM - 2			Katie Moore	
	South -	Bushnell/Manning	36		BM - 3			Kes Schroer	
	South -	Old Kenyon/Taft	40	198	OT - 1		Ted Stanley	Sarah May	
	South -	Old Kenyon/Taft	40		OT - 2		Chris Brown	Elena Fernandez	
	South -	Old Kenyon/Taft	40		OT - 3			Joel Beckett	
	South -	Old Kenyon/Taft	40		OT - 4			Jason Block	
	South -	Old Kenyon/Taft	40		OT - 5			Robert Toth	

K. Kenyon College Emergency Contact Card

Below is the 2007-2008 College Emergency Contact Card. Each year, students all complete the card, and contact-card sets are kept on hand in the Office of Student Affairs, the Office of Campus Safety, and any other offices that might have need of the information (according to what FERPA and HIPAA regulations allow).

Kenyon College 2007-2008 Student Contact Card				
Student Information:				
Last Name	First Name	Middle	Student ID#	
Building & Room #	Cell Phone #		Home Phone #	
Home Address	City	State	Zip Code	
Emergency Contact Information:				
Last Name	First Name	Relation		
Home Phone #	Work Phone #	Alternate Phone #		
Address	City	State	Zip Code	
Medical Information:				
Medications: _____				
Allergies: _____				
To be completed upon student move out:				
Home Address	City	State	Zip Code	

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