Davidson College
Emergency Response Plan

May 2016
Table of Contents

Section 1 – Introduction........................................................................................................................................4
  Purpose .......................................................................................................................................................... 4
  Span of Control / Operational Jurisdiction ................................................................................................. 4
  Assumptions ............................................................................................................................................... 4
Section 2 – Emergency Response Operations and Incident Command ......................................................... 6
  Principles of the Incident Command System ............................................................................................ 6
  Hazards ...................................................................................................................................................... 7
Section 3 – Response Notifications .............................................................................................................. 9
  Definition of an Emergency ......................................................................................................................... 9
  College Related Considerations ................................................................................................................. 9
  Davidson College Emergency Response Management ............................................................................... 11
    Incident Command Structure ..................................................................................................................... 11
    Incident Command Functions .................................................................................................................... 12
    Command Function ................................................................................................................................... 12
    Support Functions – Public Safety Command Staff .................................................................................. 13
    Declaring a Campus State of Emergency .................................................................................................. 14
    Support Functions – General Staff ........................................................................................................... 14
    Table 3-1 Davidson College Emergency Management Operations Section ........................................... 16
    Table 3-2 Davidson College Emergency Management Planning Section .............................................. 18
    Table 3-3 Davidson College Emergency Management Logistics Section ............................................. 21
    Table 3-4 Davidson College Emergency Management Finance/Administration Section .................... 23
Activating the EOC ............................................................................................................................................ 25
  Initial Checklist .......................................................................................................................................... 26
  Response to Incidents on Campus ................................................................................................................ 27
  Communications .......................................................................................................................................... 27
Section 4 – Preparedness Actions .................................................................................................................... 30
  Testing ....................................................................................................................................................... 30
  Training ...................................................................................................................................................... 30
Section 5 – Post Incident Actions .................................................................................................................. 32
  Demobilization .......................................................................................................................................... 32

Davidson College Emergency Response Plan
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>After Action Reports</td>
<td>32</td>
</tr>
<tr>
<td>Appendix A – Glossary and Abbreviations</td>
<td>33</td>
</tr>
<tr>
<td>Appendix B – Emergency Management (EM)</td>
<td>39</td>
</tr>
<tr>
<td>Active Violence - Workplace, Domestic, Terrorism, Criminal Activity</td>
<td>45</td>
</tr>
<tr>
<td>Building Damage – Natural Hazards</td>
<td>46</td>
</tr>
<tr>
<td>Bomb Threat</td>
<td>47</td>
</tr>
<tr>
<td>Building Damage – Fire, Explosion</td>
<td>49</td>
</tr>
<tr>
<td>Flooding</td>
<td>49</td>
</tr>
<tr>
<td>Building Damage – Gas Leak, HAZMAT Incident</td>
<td>50</td>
</tr>
<tr>
<td>Mass Gathering</td>
<td>51</td>
</tr>
<tr>
<td>Appendix C – Evacuation Points and Safe Havens</td>
<td>52</td>
</tr>
<tr>
<td>Appendix D – Information for Campus Community Regarding Specific Emergency Incidents</td>
<td>54</td>
</tr>
<tr>
<td>Medical Emergency</td>
<td>54</td>
</tr>
<tr>
<td>Fire, Explosion or Smoke Emergencies</td>
<td>56</td>
</tr>
<tr>
<td>Severe Weather (Thunderstorms, Winter Storms, Tornado, Hurricane)</td>
<td>58</td>
</tr>
<tr>
<td>Flooding</td>
<td>59</td>
</tr>
<tr>
<td>Crime in Progress</td>
<td>60</td>
</tr>
<tr>
<td>Active Shooter</td>
<td>61</td>
</tr>
<tr>
<td>Behavioral Concerns or Potential Violence</td>
<td>62</td>
</tr>
<tr>
<td>Suspicious Packages</td>
<td>63</td>
</tr>
<tr>
<td>Bomb Threats</td>
<td>64</td>
</tr>
<tr>
<td>Hazardous Materials Release</td>
<td>66</td>
</tr>
<tr>
<td>Nuclear Emergency</td>
<td>67</td>
</tr>
<tr>
<td>Appendix E: ACTIVITY LOG</td>
<td>69</td>
</tr>
<tr>
<td>Appendix F: ACTIVITY LOG—Sample</td>
<td>70</td>
</tr>
<tr>
<td>Annexes</td>
<td></td>
</tr>
<tr>
<td>Davidson College Emergency Communication Plan</td>
<td>72</td>
</tr>
<tr>
<td>Davidson College Emergency Management Plan Athletics</td>
<td>73</td>
</tr>
<tr>
<td>Dining Services Disaster Plan 2015</td>
<td>74</td>
</tr>
<tr>
<td>Emergency Procedures for Natural Gas Line Breaks</td>
<td>75</td>
</tr>
<tr>
<td>Davidson College Emergency Response Plan</td>
<td>76</td>
</tr>
</tbody>
</table>
Plan Approval

The goal of Davidson College and the Emergency Response Plan is to prepare and coordinate actions to promote continuity of operations and to minimize loss of life and property damage caused by natural and/or man-made disasters.

The Davidson College Emergency Response Plan as adopted and approved by the Vice President for Finance & Administration with advice and recommendations from the Emergency Management Team. This Plan and accompanying annexes shall be the controlling authority in regard to Davidson College campus emergency management, planning, policies and procedures. The Emergency Response Plan shall supersede any policy or procedure which conflicts with its provisions.

APPROVED:

[Signature]
Vice President for Finance & Administration

5/11/16
Date
All-Hazards Incident Command and Control System

Incident Command Post
Incident Commander

Planning
President
VP Student Affairs & Dean of Students
VP & Dean of Admissions & Financial Aid
VP for Administration & Finance
VP and General Counsel

Emergency Operations Center
Campus All-Hazards Response Plan

Emergency Operations Center Scribe
Liaison Officer
- FEMA
- Mecklenburg County

Operations

Counseling Center; Student Health
- Counseling Services and Outreach to Campus Community, Death/Mass Casualty, Identification of Injured, Liaison & Coordination: Hospitals, Public Affairs, Medical Response, Liaison to Morgue, Transportation of Injured, Triage, Ministerial Outreach

Department of Public Safety & Campus Police
- Communications, Coroner Notification, Crowd Control, Emergency Notification System, EOC Selection, Evacuation, Explosions, Facilities Lockdown, Fatality Identification, Mutual Aid, Perimeter Control, Search & Rescue, Video Recording, Liaison & Coordination, Local State, Federal L.E.A.

Business Services (Purchasing & Risk Management)
- Insurance, Purchasing, Record Keeping, Reimbursement, Risk Management, Assist with Volunteer Coordination

Residence Life Office
- Accounting for Residents, Food, Resident Relocation, Shelter, Water

Information Technology Services
- Communication Infrastructure, Telephone Services, Business & Security, Micrographics, Records Management, Student Information System (SIS), Computing Learning Centers, Mainframe Systems, Customer Service Center

College Communication
- Communications, Internal & External; Documentation of Incident, Information Requests, Media Control, Release Names of Casualties, Coordinate Staging Areas, Joint Information Center

Physical Plant
- Alternate Transportation, Damage Assessment, Debris Removal, Equipment, Fuel, Maps, Pipeline Disruption, Sanitation, Telecommunications, Temporary Construction, Utilities, Vehicle Repairs

Athletics
- Temporary Shelter, Coordination of Volunteers, Outreach to External Resources

Human Resources
- Employee Outreach, Employment Policy Interpretation & Implementation

Auxiliary Services
- Implementation of Dining Services Disaster Plan, Building Access/Control/Security
Section 1 – Introduction

Purpose

There are five core elements to achieving effective emergency management: prevention, protection, mitigation, response and recovery. This all-hazard Emergency Response Plan (ERP) is designed as a guide for use in unusual and/or overwhelming circumstances that require actions beyond routine measures. These circumstances can include pre-planned events, as well as rapidly evolving incidents that overwhelm the resource capabilities of the Davidson College and the Department of Public Safety & Campus Police (DPS) response capability. It is scalable in design such that sections may be used without full implementation depending on the nature of the incident(s), but is designed to be effective in response to all hazards. The overall purpose is to maintain the safety and security of the Davidson College’s people and property.

The College’s policies and procedures herein are expected to be followed by all. Emergency response operations will be conducted within the established framework of the Police Department’s Standard Operation Procedures (SOP). All requests for procedural changes, suggestions, or recommendations should be submitted in writing to the Chief of Police. The Chief is responsible for the review, revision, and implementation of this plan and other critical incident response protocols on a yearly basis and changes to the plan will be done in collaboration with critical stakeholders.

The College’s Emergency Management Team (EMT) is responsible for enterprise wide leadership and application of Emergency Management Principles, in conjunction with other members of the College community and other emergency responders. This responsibility is to prepare the College for any type of hazard or impact and to promulgate information prior to any type of incident, thereby facilitating a more effective response and recovery, if need be.

This plan and all of the associated response policies and protocols will be trained on an annual basis. Training includes table top exercises (TTX), functional exercises (FTX), and full-field training exercises (FFTX), exercises with other agencies and departments, and specialized training to supplement one or all aspects of the all hazard plan.

Span of Control / Operational Jurisdiction

This Emergency Response Plan should only be activated when an incident occurs within the defined campus boundaries and jurisdiction of the Department of Public Safety & Campus Police unless otherwise directed by the Chief of Police (or immediate designee). It may become necessary to activate the EOC and implement the ERP in the event of a local or state event that could potentially impact the College.

Assumptions

- An emergency or disaster may occur at any time of the day or night, weekend, or holiday, with little to no warning. Generally, emergency plans are developed on the assumption that the College will be self-sustaining for a minimum of 72 hours.
However, in the event of some events such as a pandemic it can be several days or longer before quarantines will be lifted.

- The succession of events in an emergency are not necessarily predictable, hence, this Emergency Response Plan will serve only as a guide, and may require modification in order to meet the exact needs of the emergency.
- Emergencies affecting non-campus and campus resources or ones that require outside resources may involve multiple jurisdictions and a multi-agency response.
- When working with an outside agency, position names should always be prefaced with “Davidson College” in order to decrease confusion. For example, the “Incident Commander” should address him/herself to another agency as the “Davidson College Police Incident Commander,” as there may be other Incident Commanders (i.e. for Fire, EMS, or Police), on scene.
- The established perimeter of an incident may be tangible or intangible, as well as fluid (not remaining in the same place).
- Some incidents may require additional personal protective equipment (PPE) that DPS or other response departments do not possess, thereby limiting involvement in the tasks outlined below.
Section 2 – Emergency Response Operations and Incident Command

Principles of the Incident Command System

Every incident, regardless of the scale, can be managed according to the principles of the Incident Command System (ICS). Incident Command is a management system that is a component of the National Incident Management System (NIMS) with the basic principles including:

- Incident Command is established when an authorized individual (the OIC, Officer on Duty or on scene designee) assumes, and then announces or communicates his/her authority to all responding personnel.
- Awareness of his/her responsibility for the five primary functions (command, operations, planning, logistics, and administration/finance).
- Establishing objectives for the incident, including (in no set order):
  - Establish Command – The Incident Commander (IC) needs to ensure that all responders are aware that command has been established and a specific person is in command of the response. The Officer on Duty will be designated as the IC until relieved by a higher ranking member of DPS.
  - Establish Communications – The Incident Commander will designate what radio channel that should be used and should indicate whether transmissions about the response should go directly to the IC or to Dispatch or the Emergency Operations Center (EOC).
  - Establish an Incident Command Post (ICP) – The Command Post is established between the inner and outer perimeters in the area of the incident to allow the IC to manage the response. Initially, it will typically be the Officer on Duty vehicle and may expand as necessary depending on the size and duration of the incident. The ICP may move to a building or to a different vehicle based on the needs of unified command and additional resources that are required for the response.
  - Identify the “Hot Zone”, Inner and Outer Perimeters (See Figure 2–1) – this must be communicated clearly to all responders in order to maintain safety. The Hot Zone is the area directly affected by the hazard that constitutes a threat to Davidson College persons or property. The size of the Hot Zone will depend on the type and scope of the hazard; only appropriately equipped responders are permitted in the hot zone. The inner perimeter is designed to provide a demarcation that separates response units with a direct responsibility from those who are either preparing for their assignments or just completing an assignment. **Units who are conducting operations responding to the hazard are the only ones that should be inside of the inner perimeter.** The Outer perimeter is designed to separate the responders from the non-responders and allow them areas to prepare (stage) or to follow procedures upon completion of assignments. The Outer perimeter requires traffic control and direction as well as pedestrian traffic control to ensure that people not already affected by the hazard do not enter into places that will place them at risk. Staging Areas: if possible, the ICP will be located within the inner perimeter. If possible, the Media area and other Staging areas, such as Triage and Transport, will be located in the outer...
perimeter. Perimeters are able to be adjusted or changed based on the size, scope, duration, and severity of the hazard.

- **Identify and Establish Staging Areas** – A staging area is where response units will wait until given an assignment. Units should be informed of the location of said staging area (a parking lot is helpful, but not a requirement) and asked to check in with the individual responsible for managing the staging area.

- **Identify and Request Additional Resources** – The IC will be responsible for identifying the type and number of additional resources that are needed for the response. The IC may designate someone to make contact with those resources (the EOC) or may make direct contact (911 Dispatcher) themselves.

- **Establishing an Incident Action Plan** (may be verbal or written) – components include a statement of objectives that are measurable and attainable within the defined operational period, tactics and assignments, and supporting material such as maps, weather, and safety precautions.

- **Provide for personnel accountability and safety.**

![Figure 2-1 – Incident and Perimeter Illustration](image)

Training for the various NIMS and ICS courses can be found at [http://training.fema.gov/EMI/](http://training.fema.gov/EMI/).

**Hazards**

The North Carolina State Hazard Mitigation Plan lists the top hazards that impact the state that are addressed throughout the Hazard Specific Appendices. These hazards require mitigation at the state, local, and college level. The approach to mitigation of this ERP is focused on the impact of these and other hazards. There are multiple hazards or other incidents that may have the same effect on the College or its properties or interests. Some hazards will have specific
considerations because of the components of those hazards; these typically fall into the man-
made hazard category and will be addressed separately in this plan.

The NC State Hazards (in order) are as follows:
1. Flooding
2. Hurricanes and Coastal Hazards
3. Severe Winter Weather
4. Earthquakes
5. Wildfires
6. Dam Failures
7. Drought
8. Tornadoes/Thunderstorms
9. Geological (Sinkholes, Landslides/Debris Flows, Acidic and/or Expansive Soils)
10. Infectious Diseases

Other Hazards of concern (in alphabetical order):
1. Active Shooter
2. Bomb Threats
3. Civil Disturbances or Riots
4. Fire
5. Gas leaks or Hazardous Material spills
6. Mass Casualty Incident (MCI)
7. Suspicious Packages

Additional College identified hazards.
Section 3 – Response Notifications

Definition of an Emergency

An emergency is generally defined as any incident or event causing or potentially causing serious injury to persons, extensive property damage, loss of life, or disruption of College operations. The College recognizes that many emergency situations have great potential for harm but do not necessarily require activation of all campus emergency resources. To efficiently match the appropriate emergency response to the incident, the following designations will be used when describing an emergency event.

- **An Incident** is a situation or series of situations, potential or actual, which will not seriously affect the overall operation of the College but require response from Davidson entities. *(Level 1)*

- **A Minor Emergency** is any situation that affects a localized number of people or a small geographic area (less than a floor in a building, concurrent areas outside, etc.) that requires response from Davidson resources and will require support from outside Public Safety agencies. A minor emergency may initiate an initial EOC activation in order to coordinate the College’s response and resources. After the initial activation, not all EMT members will have an active role and the EOC will not remain activated. This designation is used for definition purposes only and would not change the Alert Levels (See Figure 3.1*) of the College unless the type of incident is a threshold incident. *(Level 2)*

- **A Major Emergency** is any situation, potential or actual, which affects a large number of people or people who are not co-located, more than a small geographic area, or which disrupts the overall operation of the College. Outside emergency services will likely be required as well as a major response from campus support services. A Major Emergency will prompt the opening of the Emergency Operations Center. Some examples of a major emergency are: widespread or extended power outage, fire, snow emergency, bomb threat, hazmat spill, or an active shooter on campus. *(Level 3)*

- **A Disaster** is any event or occurrence that seriously impairs or halts the operations of the College and may require immediate evacuation of the campus community. A disaster will prompt the opening of the Emergency Operations Center. Some examples of a disaster are: hurricane/tornado, serious fire, or significant hazardous material release. For either a disaster or an emergency situation that requires evacuation of areas, the Chief of Police and the EMT will designate buildings of Safe Haven; these are buildings that have not been affected and may be used to house or shelter evacuees until a tactically sound time to move them. Safe Havens will be communicated to individuals through various communication modes to provide that information as much as practicable. *(Level 4)*

College Related Considerations

In the event of an incident, the College may change its operational alert levels. These levels are separate from the campus alert system and are used to impart the imminence of a hazard or threat.
and its impact or potential impact on the College. These levels will be designated by the Chief of Police, in consultation with the EMT and will be used both as an escalation of levels and for de-escalation as the hazard, impact, or response changes.

**Disaster (Level 4):** The emergency cannot be managed using normal campus resources. The initial EOC activation notification is made and additional personnel are requested to respond as needed to staff the EOC. A campus state of disaster may be declared during a Level 4 emergency (by the Office of the President, or their designee).

**Major Emergency (Level 3):** Multi-unit response in which the EOC may be partially activated. The Incident Commander is usually the campus Police Chief. Based on the size and scope of the hazard, selected EOC staffing notifications will be made at the discretion of the Incident Commander.

**Minor Emergency (Level 2):** The emergency incident can be managed using normal response operations, normally no EOC activation.

**Incident (Level 1):** The College is operating at normal day to day operations.

![Figure 3-1 - Operational Alert Levels](image)

In addition to the four levels of operation, the term **“threshold incident”** is used to describe any emergency incident which requires notification of senior College officials. These include serious incidents involving a loss of or threat to life, major property damage, major regulatory or legal risk, and/or significant media interest.

By definition, all Level 3 and Level 4 emergencies are considered threshold incidents. Level 1 and Level 2 incidents involving the following are also considered threshold incidents, even though they may not require a large scale College response.

- Fatalities or serious injuries to students, faculty, staff or visitors.
- Injuries requiring air ambulance response.
- Injuries to two or more individuals from the same incident, regardless of severity.
- Assaults or other criminal activities involving deadly weapons.
- Structural or wild land fires.
- Hazardous materials releases.

Each level will have varying impacts on different aspects of the College operations. The Human Resources department is required to identify and communicate to the Emergency Management Team (EMT) those employees designated as essential personnel or critical personnel.
• Essential Personnel are those employees who are required to report for work regardless of the hazard or impact on the College. These are functions that need to be staffed for the College operations, regardless of the level or service provided, to be maintained. Examples of essential employees are Police Officers, building engineers, and information services infrastructure functions.

• Critical Personnel are responsible for critical functions of the College and therefore back-up personnel have been identified to ensure these functions are executed should the initial responder be affected by the hazard or otherwise unavailable. Critical Personnel may not be required to respond to the campus during an incident, but the function that they serve must be able to continue unabated.

Davidson College Emergency Response Management

Davidson College emergency response management is patterned after the NIMS/ICS systems used by the Federal Emergency Management Agency and throughout the United States.

Incident Command Structure

There are five primary functions (Command, Operations, Planning, Logistics, and Finance/Administration) within the ICS management structure (See Figure 3-2). These functions correspond to the titles of the Incident Commander (Command) and the General Staff positions that are listed below. These functions are the components of a successful response, regardless of the type of hazard or incident. ICS provides the built-in capability for modular development, such that the structure can expand and collapse in order to correspond with the functional need. For example, not all five primary functions will need to be filled by separate people. As delineated below, the Incident Commander may be responsible for some or all of the critical functions depending on the severity and nature of the incident. However, there always needs to be an established Incident Commander. The Incident Commander does not need to be the highest ranking member on scene; it should be the individual who is most qualified to lead the tactical level response to the situation who will receive support and strategic level guidance from the Emergency Management Team (EMT).
Incident Command Functions

Command Function

The on-scene command of an incident or event is carried out by the Incident Commander (IC). The IC will be the Officer on Duty unless designated to another individual by the Chief or taken over by a higher ranking member of DPS (i.e. Assistant Chief or Sergeant). The IC has the overall responsibility for the effective management of the incident and must ensure that an adequate organization is in place to effectively manage the situation. The IC can be directly in charge of the ICS functions which have not been formally activated. The primary responsibilities of the IC include:

- Assume and announce command and activate appropriate ICS functions
- Take action to stabilize the scene by implementing the incident objectives listed in Section 2 on pages 6 and 7.

**Incident Objectives:**
- Establish Command
- Establish Communications
- Establish an Incident Command Post (ICP)
- Identify the “Hot Zone”, Inner and Outer Perimeters
- Identify and Establish Staging Areas
- Identify and Request Additional Resources

- Complete a scene size up that includes a 360 degree walk around the incident site
• Establish a Unified Command with responding agencies
• Develop and implement the Incident Action Plan (IAP)
• Monitor, manage, and coordinate all incident activities
• Conduct planning meetings and revise IAP
• Approve requests for additional personnel, equipment, or other resources
• Activate and facilitate applicable Continuity of Operations Plan (COOP) for Police Operations
• Set objectives and approve plans for returning to normal operations
• Collect documentation from all branch leaders and personnel, and complete an After Action Report (AAR)

Support Functions – Public Safety Command Staff

These positions report directly to the Incident Commander in support of the command function and include the following roles and responsibilities:

Safety
• Responsible for monitoring and assessing hazards and unsafe situations and developing measures for assuring personnel safety.
• Correct unsafe measures through proper chain of command, although they may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.
• Monitor stress levels of personnel involved in the response and monitor their time “on scene.”

External Liaison
• Responsible for initiating mutual aid agreements and serves as a point of contact for assisting and cooperating agencies.
• Identify agency representatives from and maintain contact with each responding agency, including communication links and locations of all assisting personnel.
• If possible, this person should be at or near to the other agencies’ command post.

Internal Liaison
• Handle requests from command post personnel for inter-organizational contacts.
• Administrative notifications to DPS Administration. The IC has a myriad of things to manage and should not be overwhelmed with relaying information to College administration.
• Responsible for speaking with other College officials and/or departments directly on-scene when approached.

Log / Scribe
• Responsible for maintaining a written log (See Command Post Log in the form appendix) of the events of the incident and major personnel involved.
• Maintain an updated map of the incident area or location. This map should include at least the following
  o Area(s) affected (Hot Zone)
  o Inner and Outer perimeter
  o Command Post
  o Staging areas
  o Areas requiring evacuation or have been evacuated
  o Location of personnel (when available)
  o Location of responding agencies (when available)
• Maintain custody of all documents prepared for briefing by the IC; ensure that the date, time, and all personnel present for the briefings are properly recorded.

Public Information Officer – This will most likely be designated to College Communications and that office will be responsible for dealing with and promulgating appropriate information to the public and media.

Declaring a Campus State of Emergency
The authority to designate an incident as a Major Emergency (Level 3) or Disaster (Level 4) resides with the President or alternate as defined below.

Davidson College Incident Command Structure

Davidson College Incident Command Structure is divided into four Sections; Operations, Planning, Logistics, and Finance/Administration (Tables 3-1, 3-2, 3-3, and 3-4).

Support Functions – General Staff

The primary members of the Emergency Management Team are assigned to various Sections within the Incident Command Structure. Assignment to one Section does not preclude the possibility that additional assignments outside of an assigned Section may be necessary. Additional representatives from on or off campus resources may be added to Sections as needed based on the type, size and scope of the hazard.

Operations

The Operations Section is responsible for the coordinated tactical response directly applicable to, or in support of the mission(s) in accordance with the Incident Action Plan. Tactical activities include reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Lifesaving and responder safety will always be the highest priorities and the first objectives in the Incident Action Plan.

The Operations function can be involved in the development of the IAP with specific responsibility for formulating the tactical objectives and operations strategies. Other primary responsibilities include:
  • Obtain briefing from the Incident Commander
  • Provide security (of the Incident Command facilities),
- Supervise and direct the activities of all personnel assigned to the operations section
- Select or recommend perimeter assignments, staging area locations and other resource requirements/availability to the IC
- Provide the IC with frequent incident status updates
- Coordinates temporary or alternative housing facilities for displaced students and housing for emergency personnel and College staff directed to remain on campus for extended periods of time
- Keeps major campus communications systems up and running in an emergency situation. Establishes and maintains effective network connections, maintains a College web presence, and manages servers and other system equipment in order to support increased needs during an emergency
- Assist with demobilization planning for returning to normal operations
- Ensure after action reports are prepared and submitted by all personnel involved in the incident (See Section 4 for specific after action requirements)
- Examples of tactical objectives that the Operations Branch is responsible for include, but are not limited to; conducting evacuations, monitoring and securing the Command Post and the scene, assisting outside PD with detainee transportation, processing, and confinement, directing and controlling traffic, post incident investigations, and controlling the process of re-occupation of the evacuated buildings and areas
- Manages emergency communications to campus, including SSAFER messages, updating emergency web site, and other campus communications
- Manages communications to parents, family members, and other interested parties
- Manages media relation, press conferences, and press releases
- Appoints a Public Information Officer to interface with the public and media
- Interfaces with Media Staging area
<table>
<thead>
<tr>
<th>Resource</th>
<th>Contact Information</th>
<th>Purpose &amp; Responsibilities</th>
</tr>
</thead>
</table>
| Chairperson for the Emergency Planning       | Todd Sigler               | ▪ Establish the Emergency Operations Center in the Conference Room in the ITS Computer Services Building located at 206 Jackson Street.  
▪ Designate a representative/scribe to remain present in the Emergency Operations Center and maintain a record of all actions taken.  
▪ Advise the Emergency Management Team on all matters relating to response and recovery actions and potential actions taken by outside agencies  
▪ Coordinate any on-scene response with Incident Command, Unified Command, and the Emergency Operations Center.  
▪ Coordinate informing all resources that are immediately needed on scene of the incident and to instruct them to respond to the incident.  
▪ Make contact and establish means of communication between the Incident Commander and the Emergency Operations Center.  
▪ Coordinate (if necessary) with the Director of College Communications and/or the Director of ITS to activate the campus alert system.  
▪ Submit a report to the Emergency Management Team recounting the emergency incident and highlighting deviations from this Emergency Response Plan. The Emergency Management Team will prepare a full report on the incident and make that available to the President. |
| Committee                                    |                           | (Section Chief)                                                                                                                                                                                                                                                                                                                                       |
| Chief of Police                              |                           |                                                                                                                                                                                                                                                                                                                                                       |
| Residence Life Office                        | Jason Shaffer             | ▪ Coordinates temporary or alternative housing facilities for displaced students and housing for emergency response personnel and college staff directed to remain on campus for extended periods of time.  
▪ Coordinate efforts to account for on-campus residents.                                                                                                                                                                                                                                  |
<p>| Associate Dean of Students/Director of       |                           |                                                                                                                                                                                                                                                                                                                                                       |
| Residence Life                               |                           |                                                                                                                                                                                                                                                                                                                                                       |</p>
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<th>Contact Information</th>
<th>Purpose &amp; Responsibilities</th>
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| Davidson College Communication Center | Cat Niekro  
Cell: 704 612-1402  
Ext. 2533 |  
- Advise the Emergency Operations Center on all matters relating to communications with media, students, parents, faculty, and staff.  
- Manages emergency communications to campus, including SAFER messages, updating of the emergency website, and other campus communications.  
- Manages communications to parents, family members, and other interested parties.  
- Serve as or appoint a Public Information Officer.  
- Manages media relations, press conferences, and press releases.  
- Promulgate the location of the Media Staging Area in coordination with Incident Command and the Emergency Operations Center and designate staff to |

| Information Technology Services |  |  
- Advise the Emergency Operations Center on all matters relating to computing, networking, the College website, and telephone system.  
- Set up and manage all technology components of the Emergency Operations Center.  
- Secure College data; and assist in activation and use of the campus alert system.  
- Maintain major campus communications systems up and running in an emergency situation.  
- Establishes and maintains effective network connections, maintains a College web presence, and manages servers and other system equipment in order to support increased needs during an emergency. |
Planning

The **Planning Section** collects, evaluates, and disseminates incident situation information and intelligence for the Incident Commander/Unified Command and incident management personnel. This Section prepares status reports, displays situation information, maintains the status of resources assigned to the incident, and prepares and documents the Incident Action Plan, based on Operations Section input and guidance from the Incident Commander/Unified Command.

The Planning/Intelligence function is responsible for the collection, evaluation, and documentation of information about the development of the incident and the status of resources. Primary responsibilities include:

- Obtain briefing from the Incident Commander
- Preparing the Incident Action Plan for approval by the Incident Commander
- Concentrate on obtaining information needed for decision-making
- Determines appropriate courses of action for the College relative to business continuity (e.g., authorize a temporary suspension of classes, or a campus closure or evacuation)
- Authorize emergency-specific policies as needed
- Assesses and addresses legal and political implications associated with the emergency
- Collaborates with Communications in establishing media relations, press conferences, and other high level press releases
- Maintain an intelligence file on specific hazardous locations, individuals inciting violence, casualty estimates, damage estimates, and crowd size
- Obtain photographs, videos, etc. of incident activities where appropriate to assist the command post in developing the Incident Action Plan
- Assist with demobilization planning for returning to normal operations

**Table 3-2 Davidson College Emergency Management Planning Section**

<table>
<thead>
<tr>
<th>Resource</th>
<th>Contact Information</th>
<th>Purpose &amp; Responsibilities</th>
</tr>
</thead>
</table>
| President | Carol Quillen Cell: 980 213-1959 Ext. 2203 | ▪ Overall leader of College  
▪ Final arbiter for major decisions relating to the campus as a whole, college policy, or evacuation.  
▪ Establish communication with Board of Trustees and external resources. |
<table>
<thead>
<tr>
<th>Resource</th>
<th>Contact Information</th>
<th>Purpose &amp; Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP for Finance and Administration</td>
<td>Ed Kania</td>
<td>▪ Advise the Emergency Management Team on all matters relating to insurance and college policy. &lt;br&gt;▪ Advise and participate in any communications with college staff. &lt;br&gt;▪ Secure funds necessary to assist in the emergency response; procure emergency goods and services as needed. &lt;br&gt;▪ Establish and maintain communication with insurance carriers</td>
</tr>
<tr>
<td>VP for Student Life &amp; Dean of Students</td>
<td>Tom Shandley</td>
<td>▪ Advise the Emergency Management Team on all matters relating to students, their location and movement from one part of campus to another or off campus. &lt;br&gt;▪ Advise and participate in any communications with students via the campus alert system. &lt;br&gt;▪ Assist in coordination of all non-academic needs of students including shelter, food, physical and mental health, religious needs, transportation, and housing; secure all necessary student records; and advise and participate in any communications with parents regarding the incident. &lt;br&gt;▪ Coordinate family center.</td>
</tr>
<tr>
<td>Associate Dean for Academic Administration</td>
<td>Leslie Marsicano</td>
<td>▪ Advise the Emergency Management Team on all matters relating to identifying instructional and research issues. &lt;br&gt;▪ Direct the securing of all on-going research projects, if necessary. &lt;br&gt;▪ Advise and participate in any communications with faculty, and coordinate any faculty response. &lt;br&gt;▪ Evaluate long-term schedule and ability to deliver courses – when, where, how, who.</td>
</tr>
<tr>
<td>VP and Dean of Admission and Financial Aid</td>
<td>Chris Gruber</td>
<td>▪ Advise the Emergency Management Team on all matters relating to the visiting of prospective students and their families. &lt;br&gt;▪ Assist with coordinating the possible providing of secure shelter, evacuation from campus, or the</td>
</tr>
<tr>
<td>Resource</td>
<td>Contact Information</td>
<td>Purpose &amp; Responsibilities</td>
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<tr>
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</tr>
</tbody>
</table>
| VP and General Counsel (Section Chief) | Sarah Phillips  
Cell: 704 439-7873  
Ext. 2503 | ▪ Advising the Emergency Management Team on all matters relating to legal and statutory issues and requirements.  
▪ Authorizes emergency-specific policies as needed.  
▪ Addresses legal and political implications associated with the emergency.  
▪ Collaborates with Communications in establishing media relations, press conferences, and other high-level press releases.  
▪ Will manage the Emergency Management Team in absence of Chief of Police. If General Counsel cannot perform this function, the Assistant Chief of Police will assume. |

**Logistics**

The Logistics Section is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. This Section provides facilities, transportation, personnel, equipment, supplies (including food supplies for students and employees), equipment maintenance, fuel and materials to support the incident.

Primary responsibilities include:
- Obtain briefing from the Incident Commander
- Supervise and direct the activities of all personnel assigned to the Logistics section
- Coordinate, process, and provide specific resources in support of the IAP
- Provide, maintain, and control selected equipment, supplies, transportation, facilities, and services required by the Operations section. This can include bringing in more personnel as needed
- Responsible for issues related to campus infrastructure, utilities, and labor management.
- Request any specialized units or equipment, including medical support
- Stage resources so that they are readily available
- Obtain the assistance of utility companies as required
- Coordinate emergency power and lighting systems
- Maintain a chart of resources requested and advise the IC and Operations when resources are available for deployment
• Direct that meals and refreshments (short-term/long-term) be provided as needed for all incident personnel. For long term incidents, this may include sleeping, bathing, and washing facilities.

Table 3-3 Davidson College Emergency Management Logistics Section

<table>
<thead>
<tr>
<th>Resource</th>
<th>Contact Information</th>
<th>Purpose &amp; Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Facilities and</td>
<td>David Holthouser</td>
<td>▪ Designate a representative to remain present in the Emergency Operations Center and maintain a record of all options discussed and decisions made.</td>
</tr>
<tr>
<td>Engineering (Section Chief)</td>
<td>Cell: 704 400-0141 Ext. 2221</td>
<td></td>
</tr>
<tr>
<td>Physical Plant</td>
<td>Leslie Urban</td>
<td>▪ Advise the Emergency Operations Center on all matters relating to facility, roadway, or grounds damage.</td>
</tr>
<tr>
<td></td>
<td>Cell: 704 975-2300 Ext. 2094</td>
<td>▪ Coordinate any on-scene response relating to facility or grounds damage by placing resources on-scene to assist the Incident Commander.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Coordinate any communication between the Emergency Management Team and off-campus utility providers and a survey of all utilities to determine if the incident caused any latent damage to gas, electric, steam, water, and sewer services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Coordinate structural evaluations of facilities that are damaged</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Coordinate the setup for any temporary shelter or housing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Provide for any necessary transportation to support the response and recovery process.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Coordinates emergency power and lighting systems.</td>
</tr>
<tr>
<td>Director of Auxiliary Services</td>
<td>Richard Terry</td>
<td>▪ Coordinates food services for students and staff during the designated emergency period.</td>
</tr>
<tr>
<td></td>
<td>Cell: 704 608-2515 Ext. 2723</td>
<td>▪ Coordinate emergency responder medical services, including inoculations, as required.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Coordinate with Red Cross resources.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Coordinate with Operations Section and Incident Command staging locations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Coordinate response procedures concerning all conferences, camps, and</td>
</tr>
</tbody>
</table>
Administration / Finance

A Finance/Administration Section is established when the incident management activities require on-scene or incident-specific finance and other administrative support services. Some of the functions that fall within the scope of this Section are recording personnel time, maintaining vendor contracts, compensation and claims, and conducting an overall cost analysis for the incident. If a separate Finance/Administration Section is established, close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents.

The Finance/Administration function is responsible for all financial and cost analysis aspects of the incident, and for any other administrative aspects not handled by the other functions. Primary responsibilities include:

- Obtain a briefing from the Incident Commander
- Evaluates functions deemed critical to the continuity of College operations
- Implements recommendations of the Planning Section relative to business continuity
- Determines and conveys business resumption priorities and business recovery plans
- Coordinates deployment of essential personnel; coordinates an emergency employee placement service to match employees with units that have a particular need for their skills; confirms that critical personnel are able to continue to perform critical functions unabated
- Activate necessary elements to support finance section activities including tracking of personnel time, procurement, compensation, and costs
- Assist logistics with procurement of equipment, supplies or other resources needed
- Ensure that all personnel time records are maintained
- Record and document all expenses, any responder injuries, and any liability issues that may arise from the incident or the response
- Participate in planning sessions, concentrating on financial cost analysis issues
### Table 3-4 Davidson College Emergency Management Finance/Administration Section

<table>
<thead>
<tr>
<th>Resource</th>
<th>Contact Information</th>
<th>Purpose &amp; Responsibilities</th>
</tr>
</thead>
</table>
| Vice President for Finance and Administration (Section Chief) | Ed Kania  
Cell: 704 302-4559  
Ext. 2126 |  
- Designate a representative to remain present in the Emergency Operations Center.  
- Acts to ensure essential business operations continue or are resumed as quickly as possible following an emergency.  
- Evaluates functions deemed critical to the continuity of college operations.  
- Implements recommendations of the Policy Team relative to business continuity (e.g., implement a temporary suspension of classes, or a campus closure or evacuation).  
- Determines and conveys business resumption priorities and business recovery plans to the EMT and departments.  
- Ensure, to the extent possible, that departments have the resources needed to carry out essential functions.  
- Evaluates the institutional effects of an emergency and determines appropriate courses of action for the college relative to business continuity (e.g., authorize a temporary suspension of classes, or a campus closure or evacuation). |
| Director of Human Resources | Kim Ball  
Cell: 980 254-8599  
Ext. 2521 |  
- Advise the Emergency Operations Center on all matters relating to personnel.  
- Coordinates deployment of essential personnel; coordinates an emergency employee placement service to match up employees willing and able to work with units that have a particular need for their skills; and confirms that critical personnel are able to continue to perform critical functions unabated.  
- Assist with the setup for any temporary shelter or housing pertaining to personnel.  
- Provide for any temporary employees to support the response and recovery. |
<table>
<thead>
<tr>
<th>Resource</th>
<th>Contact Information</th>
<th>Purpose &amp; Responsibilities</th>
</tr>
</thead>
</table>
| Athletics  | Jim Murphy                     | ▪ Manage return to campus of any team traveling.  
▪ Evaluate feasibility of proceeding with scheduled events, postponing, and/or rescheduling.  
▪ Assist with temporary shelter resource location, staffing, safety.  
▪ Assist with volunteer resources. |

Each function shall be carried out according to the designated Section lead by a Section Chief as designated below. The Sections shall be coordinated by the EOC Manager. When fully staffed, the Sections shall be constituted as follows:

**EOC Manager:** Leslie Marsicano, Associate Dean of Academics

**Operations:**  
Chief of Police, **Section Chief**  
Residence Life Office, Associate Dean of Students/Director of Residence Life  
Information Technology Systems, Chief Information Officer  
College Communications, Associate Vice President for Communications, Technology, & Operations

**Planning:**  
President  
Vice President and General Counsel, **Section Chief**  
Vice President for Finance and Administration  
Vice President of Student Life and Dean of Students  
Vice President for Academic Affairs  
Vice President and Dean of Admission and Financial Aid

**Logistics:**  
Director of Facilities and Engineering, **Section Chief**  
Director of Auxiliary Services

**Finance/Administration:**  
Vice President for Finance and Administration, **Section Chief**  
Director of Athletics  
Director of Human Resources
Activating the EOC

Upon notification of EOC activation, the Emergency Management Team members will:

- Immediately proceed to the Emergency Operations Center or make contact with the EOC through video or voice communication.
- Advise the President on major decisions and facilitate the overall response to the incident by utilizing resources in each team member’s department.
- Support emergency response decisions as a deliberate corporate body to ensure proper coordination and effective use of resources. This does not include tactical level decisions that need to be made expediently on the scene of the situation; those decisions should be made by the IC in conjunction with other responders. The IC will seek counsel from the Emergency Management Team for intermediate to long range planning and strategic level issues.
- Assemble support staff as needed. Support staff will provide services in the Emergency Operations Center or in their respective offices.
- As soon as possible without compromising Incident Command’s immediate emergency response, a summary will be prepared for the President and the Planning Section on major decisions and facilitates the overall response to the incident by utilizing resources in each team member’s department.

The Incident Commander and the Chief of Campus Police and Public Safety are authorized to activate the EOC. Normally the EOC will be activated by sending a SSAFER message to EMT members directing them to report to the EOC. EMT members should not report to the EOC unless they receive a message from the SSAFER system or the Chief.

The first EMT member to arrive at the EOC shall assume the duties of the EOC Manager until the designated EOC Manager arrives or until another EMT member assumes those duties. Every EMT member should be prepared to fulfill the duties set forth in the various Sections: Operations, Planning, Logistics, and Finance/Administration. As additional EMT members arrive at the EOC, the acting EOC Manager can delegate responsibilities for the Sections.
Initial Checklist

Upon activating the EOC, the “acting” EOC Manager should perform the following functions:

1. Activate the EOC Conference Call Line:

   The first person to arrive at the Emergency Operations Center should:
   a. The host (the “acting EOC Manager”) dials 1-855-749-4750.
   b. Enter 28380958# at the prompt.
   c. Enter the PIN 2915#.
   d. Everyone else who is not the host dials 1-855-749-4750.
   e. Enter the attendee access code 27672081#.

   The host does need to be dialed in to make the call active. Otherwise, the attendees would be on hold until the host joins.

2. Establish Communications with the Incident Command Post

3. Request that the Incident Commander designate an Internal Liaison to communicate with the EOC

4. Initiate Activity Log (see appendices)

5. Request a briefing from Internal Liaison

6. Ask Internal Liaison the following questions:

   a. Do you have any specific support requests for the EOC?
   b. Do you need the EOC to send a follow-up SSAFER message?
   c. Are other agencies involved in the response (e.g., local police, fire department)? If yes, have external agencies activated their EOCs?

7. Confirm whether the College web site is in emergency mode (displaying SSAFER messages). If not, contact the following personnel to initiate the web display:

   b. Christina Rogers, Office: 704-894-2252, Cell: 704-245-4015
   c. ITS Server Administrators Group - 704-894-2900, option #9
The EOC Manager should specifically designate an EMT member as the Scribe to maintain the Activity Log, which shall be the primary responsibility of that EMT member during the emergency response.

Response to Incidents on Campus

The primary action by all individuals who are not responding to the scene on campus should be to **Shelter in Place** for any type of emergency unless they are in the affected area. Most often, the safest place for those people not affected by the situation is to remain where they are; this provides for better accountability of people and allows responders a clear path to and clear picture of the affected area.

The Officer on Duty will be notified by a direct call from the affected area, or by notification from the 911 PSAP (Public Safety Answering Point). Upon arrival on the scene, the Officer on Duty will assume responsibility for coordination and communication about the situation and the response required. If the situation meets the criteria or escalates to an emergency level, the Officer on Duty will assume the role of Davidson College PD Incident Commander for the tactical level response and will notify the Chief of Police of the situation and actions being taken. Situations that do escalate to that level will be handled as per the DPS standard operating procedures.

The Officer on Duty will remain the IC until relieved by the Chief or their designee and will represent the College in a unified command structure with outside Public Safety Agencies.

Communications

The Office of College Communications, in coordination with the Emergency Management Team, will organize and disseminate information relating to any incident that is deemed necessary. The Office of College Communications will communicate, as appropriate, information to the following constituencies: students, faculty, staff, parents, alumni, trustees, media, and the general public. The Office of College Communications will work with the Emergency Management Team to appoint a spokesperson to handle all requests for information from media outlets. If media outlets are expected to come on campus, the Office of College Communications will organize a media staging area and staff that area to facilitate these messages. **NOTE:** The Annex to this ERP contains the Davidson College Emergency Communications Plan – Revised February 2015.

The primary method of communicating information about the emergency will be the campus alert system and the College Web site.

**Campus Alert System – “SSAFER”:**
- The Director of College Communications and the Chief of Police will prepare a list of brief messages that identify possible emergency incidents and provide instructions detailing the intended response. This list will be reviewed annually by the Emergency
Management Team and updated whenever any change is made to the Davidson College Emergency Response Plan.

- The Dean of Students, Director of College Communications, the Chief Information Officer and the Department of Public Safety will have easy access to these messages at all times.
- If the need to activate the SSAFER system arises, the Chief of Campus Police or her designee will identify the appropriate message and direct that the alert be sent.

College Web site:

- In the event of an emergency incident, the Director of College Communications (or his/her designee) will place a conspicuous alert on the College’s home page.
- This alert will contain a hyperlink to an information log.
- The first alert message will be the same message as provided through the SSAFER system.
- As information is updated, the hyperlinked log will reflect all new updates with a time and date stamp.
- Each alert will provide all current information relating to the incident, instructions for any required response, and, when possible, the time when the next update will occur.
- The alert log will provide the following information for media outlets:
  - Name and contact number of the media spokesperson.
  - Location for all press conferences

E-mail:

- The College will use the SSAFER system to send the initial emergency message to members of the Davidson College community.
- The Office of College Communications may send additional information via email or the SSAFER system; however, all emails and text message communication will direct the recipient to refer to the College Web site for updated information.

Telephone:

- In an emergency incident, various offices may become a point of contact for the public. For example, parents may call the Office of the Dean of Students for information relating to a dorm evacuation. Any department receiving a phone call should direct the caller to the Web site for the most up to date information available. Only information included on the Web site may be shared with callers as the Web site will be the sole official source of all new information.

Written News Releases:

- The Office of College Communications may prepare written news releases regarding emergency incidents. These should not be viewed as an immediate source of information. Rather, they are useful for the purpose of supplementing information that has already been reported on the Web site.
Timely Warning Notices

A timely warning notice, which is distributed as a “Campus Safety Alert” is considered for all Clery Act crimes that are (1) reported to Campus Security Authorities or local police and (2) determined by the institution to represent a serious or continuing threat to students and employees.

The decision to issue a timely warning shall be decided on a case-by-case basis. The decision is made by the Chief of Police, or a designee in consultation with the Timely Warning Committee, considering all available facts, including whether the crime is considered to be a serious or continuing threat to students or employees. Certain specific information may be withheld from an Alert if there is a possible risk of compromising law enforcement efforts, but if a crime occurs that would pose a serious or continuing threat to the Davidson College community, a Campus Safety Alert would be distributed to the campus community.

Emergency (Immediate) Notification

Davidson College will immediately distribute emergency notification warnings to the campus community upon confirmation of a significant emergency or dangerous situation on campus involving an immediate threat to the health or safety of students or staff. Examples of emergencies that would warrant such a notification include but are not limited to: an active shooter on campus, hostage/barricade situation, a riot, bomb threat, a tornado, a fire/explosion, suspicious death, structural damage to a university-owned or controlled facility, biological threat (anthrax, etc.), significant flooding, a gas leak, or a significant hazardous materials release.
Section 4 – Preparedness Actions

Testing

The Chief of Police is responsible for coordinating activities associated with planning for emergencies and coordinating exercises to test our emergency response and evacuation procedures. The DPS will annually test all equipment (e.g., radios, flashlights, first aid kits, campus warning systems, alarms, etc.) that may be utilized in an emergency.

Training

- Campus Wide Training: Faculty and Staff Building Captains
  o The DPS will recruit and train faculty and staff volunteers at the beginning of each academic year to serve as Building Captains.
  o These faculty and staff will receive training on how to react to a building evacuation. If any type of evacuation is necessary, there is often confusion among the building’s occupants. The primary focus of the training will be instructing individuals how to effectively communicate with others, direct them safely to exits in an orderly fashion, assist public safety entities with perimeter control, and organize individuals at the proper evacuation area for head counts. Building Captains have responsibilities outside of the building during an evacuation; they are not to delay their own evacuation.

- Campus Wide Training: Students
  o Students will receive training during orientation or upon arrival as a transfer student on the College’s emergency procedures. While they will primarily be instructed to shelter-in-place for incidents, they will also be provided information on fire safety and building evacuation processes and routes.

- Campus Wide Training: Drills
  o The DPS will conduct evacuation (for fire and other purposes) drills during each academic semester.
  o The DPS will conduct at least one (1) annual interagency exercise (tabletop, functional or live exercise) to test the College’s emergency response plan and the evacuation plan. The exercise that will be considered the HEOA exercise for the year will include coordination with the Emergency Management Team and EMT as well as the non-college emergency resources and will include a discussion of the plan to evacuate the entire campus, if that became necessary.

- Notification Training
  o The DPS will conduct a bi-annual test of the SSAFER system on Reading Day.
  o The DPS will initiate a blast email to the community following the annual HEOA test (exercise and drill) that will include basic information about the exercise and drill (date, time, location and brief description of both). The email will include a summary of the emergency response and evacuation procedures for the campus.
  o The DPS will annually conduct a drill testing the College’s Emergency
Management Plan and the Emergency Management Team’s response to an emergency. This drill will include passing information from emergency personnel to the Emergency Management Team, communication about the emergency from the Emergency Management Team to their various departments, and the proper staging of Emergency Management Team members at the Emergency Operations Center.
Section 5 – Post Incident Actions

Demobilization

Demobilization involves those actions that return responding units to their normal operational functions or duties. This may occur at the end of the entire incident, or may be in phases as a way to control size and cost of the response. When determining the appropriate level of demobilization, the IC must consider all of the factors at hand as well as the potential for the hazard to increase in scope. It is important to note that demobilization must be a structured de-escalation of resources; this allows for a more organized clean-up of equipment and detritus as well as reducing the traffic issues related to large scale responses. As college resources (mainly personnel) are finished with their on scene responsibilities, they must be told whether to return to their normal duties or to report to a designated location for a debriefing. If necessary, the Incident Commander may request all units to report to a designated location for a verbal debriefing before re-deployment to their regular duties.

After Action Reports

In any incident in which this Emergency Response Plan is utilized an After Action Report (AAR) should be prepared. This involves the distribution of a form to all responding personnel involved in the incident. After all of the reports have been received, the DPS Assistant Chief will review them for completeness and accuracy and then summarize the responses and prepared an After Action Report. The Assistant Chief will forward the After Action Report form with the Preliminary Debriefing forms to the Chief.

The After Action Report and subsequent review serve to document the response activities, identify problems / successes during the emergency response, and recommend suggestions for change. This brings the response full circle and will better prepare the institution and individual departments for the next incident.
Appendix A – Glossary and Abbreviations

Davidson Specific Definitions

Critical Incident: An incident that the effects may have a negative impact on Davidson College persons, property, operations, or interests.

Disaster: Any event or occurrence that seriously impairs or halts the operations of the college and may require immediate evacuation of the campus community or where the effects are so severe that a governmental declaration is sought and used to assist with recovery process.

Emergency: A critical incident that overwhelms the resources of Davidson College and requires support from surrounding jurisdictions.

A Minor Emergency is any situation that affects a localized number of people or a small geographic area (less than a floor in a building, concurrent areas outside, etc.) that requires response from Davidson resources and will require support from outside Public Safety agencies. This designation is used for definition purposes only and would not change the Alert Levels of the College unless the type of incident is a threshold incident.

A Major Emergency is any situation, potential or actual, which affects a large number of people or people who are not co-located, more than at small geographic area, or which disrupts the overall operation of the College. Outside emergency services will likely be required as well as a major response from campus support services. A Major Emergency will prompt the opening of the Emergency Operations Center. Some examples of a major emergency are: power outage, fire, major vehicle accident, snow emergency, bomb threat, hazmat spill, or an active shooter on campus.

Incident: A situation or series of situations, potential or actual, which will not seriously affect the overall operation of the College but require response from Davidson entities.

Pre-planned event: Non-Critical incident that utilizes the principles of Emergency Management and Incident Command System for a successful completion of the event.

Rapidly evolving event: A rapidly evolving event is a Critical Incident where the hazard and its effects progress with a pace that does not allow for preplanning and may overwhelm responders’ attempts to stabilize the incident.

Shelter in Place: The primary action by all individuals in an emergency situation who are not responding to the scene on campus unless they are in the affected area. This allows responders the ability to appropriately respond and resolve the hazard and prevents others from entering into the affected area and becoming affected.

Slowly evolving event: A slowly evolving event is a Critical Incident where the hazard and its effects progress at a pace that allows for preplanning and deployment of resources, including
obtaining assistance from outside agencies and sources. This type of event still may overwhelm attempts to stabilize the incident.

**NIMS Definitions**

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Incident:** An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical
storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions is performed. The ICP may be co-located with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or
locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.
**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preemption, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Safe Haven:** Areas and buildings that have not been affected by a hazard and may be used to house or shelter evacuees until a tactically sound time to move them. Safe Havens will be communicated to individuals through various communication modes to provide that information as much as practicable.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Threat:** An indication of possible violence, harm, or danger.

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.
Abbreviations:

- AAR After Action Report
- ALS Advanced Life Support
- COOP Continuity of Operations Plan
- DPS Department of Public Safety & Campus Police
- DHS Department of Homeland Security
- EOC Emergency Operations Center
- EM Emergency Management
- EMS Emergency Medical Services
- EMT Emergency Management Team
- EOC Emergency Operations Center
- ERP Emergency Response Plan
- FEMA Federal Emergency Management Agency
- FFTX Full Field Training Exercise
- FTX Field Training Exercise
- HAZMAT Hazardous Material
- IAP Incident Action Plan
- IC Incident Commander
- ICP Incident Command Post
- ICS Incident Command System
- IHE Institution of Higher Education
- NIMS National Incident Management System
- OIC Officer in Charge
- PIO Public Information Officer
- PPE Personal Protective Equipment
- PSAP Public Safety Answering Point
- SITREP Situation Report
- SME Subject Matter Expert
- SOP Standard Operating Procedure
- TTX Table Top Exercise
- UC Unified Command
- VP Vice President
Appendix B – Emergency Management (EM)


Nine Key Principles in Emergency Management:

- Effective emergency management begins with senior leadership on campus.
- An IHE emergency management initiative requires partnerships and collaboration.
- An IHE emergency management plan must adopt an “all-hazards” approach to account for the full range of hazards that threaten or may threaten the campus.
- An IHE emergency management plan should use the four phases of emergency management to effectively prepare and respond to emergencies.
- The IHE emergency management plan must be based on a comprehensive design, while also providing for staff, students, faculty, and visitors with special needs.
- Campuses should engage in a comprehensive planning process that addresses the particular circumstances and environment of their institution.
- An IHE should conduct trainings based on the institution’s prevention and preparedness efforts, prioritized threats, and issues highlighted from assessments.
- Institutions should conduct tabletop exercises prior to fully adopting and implementing the emergency management plan.
- After adoption, disseminate information about the plan to students, staff, faculty, community partners, and families.

The Emergency Management Cycle:

Prevention is the action colleges and universities take to decrease the likelihood that an event or crisis will occur.

Mitigation is the action colleges and universities take to eliminate or reduce the loss of life and property damage related to an event or crisis, particularly those that cannot be prevented.

Steps in Prevention/ Mitigation:

- Complete Threat Assessment (manmade)
- Complete Hazard Assessment (natural)
- Complete Vulnerability Assessment (other internal factors that will affect IHE’s ability to respond or recover)
- Create policy and engineering controls
- Obtain information about criminal and natural security issues to facilitate planning
The **Preparedness** phase designs strategies, processes, and protocols to prepare the college or university for potential emergencies.

**Steps in Preparedness:**

- Establishing an incident command system (ICS) consistent with the National Incident Management System (NIMS)
- Developing all-hazard policies, procedures, and protocols
- Collaborating with community partners to establish mutual aid agreements that will establish formal interdisciplinary, intergovernmental, and interagency relationships among all the community partners and campus departments.
- Negotiating contracts that will provide the campus with resources (e.g., food, transportation, medical services, and volunteers) needed during an emergency.
- Assigning personnel to manage each ICS function and defining lines of succession in emergency plan as to who is in charge when key leaders are not available.
- Developing a Continuity of Operations Plan (COOP) and Business Continuity Plan (BCP) for all campus operations functions.
- Developing plans to unify students, staff, and faculty with their families.
- Defining protocols and procedures for each type of response strategy.
- Establishing an emergency notification system using multiple modes of communication.
- Working with the media in the community and campus public relations office to develop a campus emergency communication plan.
- Coordinating campus emergency management plans with those of state and local agencies.
- Outlining schedules and plans for marketing emergency procedures and training staff, faculty, and students about the emergency plan procedures.
- Working with campus and community mental health professionals to establish a behavioral threat assessment process.

**Response** is taking action to effectively contain and resolve an emergency.

**Steps in Response:**

- Activating response protocols and policies
- Utilizing communication systems for notification of community
- Activating Incident Command
- Activating MOA’s and Mutual Aid, as necessary
- Activate Emergency Operations Center (EOC), as necessary
The **Recovery** phase establishes procedures, resources, and policies to assist an institution and its members’ return to functioning after an emergency.

**Steps in Recovery:**

- Assess damage and effect of the incident on institution and community
- Implementation of COOP and BCP
- Restoration of Academic environment
Responsibility for Emergency Management functions:

Executive Level – Final approval of long range plans and strategic decisions during response and recovery

Director Level – Strategic Plans and strategic decisions during response and recovery

Operational Level – Operational Plans, tactical decisions during response and recovery

Emergency Management Cycle

Prevention/ Mitigation:

- Threat Assessment – Operational level with approval up the chain of reporting
- Hazard Assessment - Operational level with approval up the chain of reporting
- Vulnerability Assessment – Director level
- Create policy and engineering controls – Director level
- Obtain information about criminal and natural security issues to facilitate planning – all levels

Preparedness:

- All-Hazards Plans – All levels
- Response protocols – Operational level
- Memorandums of Agreements and Mutual Aid Agreements – Executive level
- Contracts to provide resources – Executive level
- Lines of succession – Executive level
- Train and Exercise – All levels

Response:

- Activating response protocols and policies – Operational level
- Utilizing communication systems for notification of community – Operational or Director level
- ICS – All levels
- MOA’s and Mutual Aid – Operational and Director levels
- Activate Emergency Operations Center - Operational and Director levels

Recovery:

- Assess damage and effect – All levels
- COOP and BCP – Executive level for decision, others for implementation
- Restoration of Academic environment - Executive level for decision, others for implementation

A Checklist Worksheet is available in the Annex.
Davidson College Specific Response to Hazards

The goal of the response and decision making aspects of this plan are consistency and uniformity of priorities as an institution and an enterprise. There may be different emphases based upon the size, scope, and type of hazard and the effect that the hazard is having on the campus. The goal of any response is a timely resolution of the incident, minimum interference of college operations, and a smooth return to normal operations and activities. These responses do not take into consideration the mental and emotional impact that these types of hazards and incidents may have on the Davidson and surrounding communities; rather they are designed to resolve the incident so those issues may be given the proper attention and resources.

When an incident requires the activation of the EOC, the Emergency Management Team will be focused on strategic level support of the response and the overall operations of the College. The responsibilities of the EOC include deciding on safe haven locations and the preparation of those areas; the status of classes and the College for the foreseeable future; procurement of supplies and equipment as necessary; statements to the media, public, staff, faculty, students and family about the incident and its effect on the College; and communicating with government entities at the local, state, and federal level.

The EOC will use information provided by EMT members and responders on the scene to make determinations about affected buildings. Depending on the impact, a room, hallway, floor, or entire building may be compromised enough to cause its closure. This type of impact will require a detailed assessment of the damages and the amount of repairs to return that area to service.

Evacuation of a building should not occur, if practical, until enough personnel have been assembled, a plan formulated, and that plan shared with all responders on the scene, and any building staff that may be present to facilitate a timely and orderly evacuation. When planning for the evacuation, the IC should remind Officers and staff assisting with the evacuation to insist that evacuees continue to move away from the building and towards the pre-designated evacuation areas. Depending on the totality of the circumstances, the IC may request for other departments to facilitate the use of the areas as a safe haven.

Decisions about whether to evacuate any adjacent or proximal buildings should be made after the controlled evacuation of the affected building has been completed. It is the College’s policy to shelter in place in the event of critical incidents. DPS supports this policy and will abide by the theory that controlling the evacuation of multiple buildings is safer than taking actions that place more civilians into a potential hot zone, or into an area that will interfere with the response.

The EOC will also need timely information about the impact of the hazard on Davidson property and infrastructure, as this information will have a significant impact on classes or administrative College operations. It is important for the College to utilize internal subject matter experts (SME) to assist in these types of assessments and projections. College SME’s will be encouraged and supported in their endeavors (training and exercises) to understand the impact that emergency management principles have on their subject of expertise.
The following algorithms depict the general high level responses that will guide the College during times of critical incidents/emergencies. The decision points articulated in the algorithms will be based on specifics relayed from the scene by the responders and EMT members.

These algorithms are based on the general effects that hazards have on the College campus and property. Any one hazard may have multiple impacts on the College (i.e. a hurricane may cause wind damage and flooding) and those impacts may be addressed in multiple algorithms; the EOC will guide the decisions based on the algorithm that is most pertinent to the impact. This principle also applies if a single emergency has multiple hazards or one hazard causes other hazards and those specific impacts (i.e. wind damage causes a gas leak).
The threat of any type of perpetrator who actively opens fire with any type of firearm is pervasive throughout the spectrum of criminal activity. These events may be categorized by workplace or domestic violence, terrorism, any armed crime, or the “random actor”, characterized by the desire to take as many lives as possible before being apprehended by Law Enforcement or taking their own life. The active shooter may or may not have begun the incident with the intent to open fire, or with the intent to open fire on bystanders with no particular targeting criteria. The characteristics of any active shooter are that they are
immediately causing death and injury, the perpetrator is not contained, and there is an immediate risk of continued injury without Law Enforcement intervention.

Building Damage – Natural Hazards
Localized hazards and impact will affect area smaller than one floor in the building. Dispersed hazards affect more than one floor or multiple areas throughout the campus.

**Bomb Threat**

![Flowchart for Bomb Threat]

- Call 911
- Credibility Assessment
- Evacuate then Search
  - Search Results
    - Device Found
      - Expand Perimeter
      - Potentially evacuate other buildings
      - Activate EOC
      - Building Status
      - College Status
      - Device Rendered Safe
      - No Device Found
    - Reoccupy Buildings as appropriate
    - Demobilize EOC
    - Demobilize Responders
Most bomb threats are ultimately determined to be false. This statement does not mean that DPS will not take each threat seriously and respond in kind. It does mean that a sweep of the building/area that can prevent the disruption of the operation of the College is preferable until the threat has been corroborated in some way. The Officer on scene and the IC are allowed to act on the side of caution, as in all responses; it is the responsibility of the IC to review all intelligence and information gathered while in the decision making process.

Police personnel will review the available information and will make one of the following decisions:

1. Evacuate the building to conduct a PD search. Activate the Fire Alarm System to accomplish this goal, if reasonable.
2. Conduct a PD sweep of the building without evacuation
3. Take no action

Information that will be considered in the decision making process includes, but is not limited to:

- The Department of Homeland Security (DHS) National Threat Advisory
- Any intelligence distributed by the Joint Terrorism Task Force (JTTF) or other Federal Law Enforcement Agency.
- Any intelligence distributed by State of Local Police Agencies.
- Any intelligence distributed by any nearby colleges or universities
- Any prior or current direct threats made against the institution.
- Any prior or current direct threats made against the institution regarding any specific events taking place on campus or in the area.
- Any significant dates or time of year (i.e. final exams, anniversaries of previous attacks, religious holidays, scheduled protests, etc.).
- Any significant or high profile events occurring on campus when the threat occurred, regardless of whether the threat mentioned the event or the building where it is taking place.
- Any recent activity that has occurred in the area identified in the threat.
- Intelligence gathered on the scene by responding personnel, including information gathered from civilians located in the building identified in the threat.
- The specificity of the threat, i.e. date, time, general location, specific location, etc.

If a decision is made to evacuate the building and conduct a Police search, the Fire Department may be contacted to respond to the location.

If a suspicious package is located, DPS staff will not touch it. The Bomb Squad will be contacted immediately. After a package of this type is located, radio transmissions inside of the building shall cease until advised that it is safe to do so by the Bomb Squad.
Localized hazards and impact will affect area smaller than one floor in the building. Dispersed hazards affect more than one floor or multiple areas throughout the campus.
Flooding

Localized hazards and impact will affect area smaller than one floor in the building. Dispersed hazards affect more than one floor or multiple areas throughout the campus. Forecasted hazards
may prompt preemptive evacuations and mitigation actions based on vulnerability studies of the campus and buildings.

**Building Damage – Gas Leak, HAZMAT Incident**
Any release of gas or hazardous materials will be affected by environmental conditions such as wind and rain that will impact the spread and potential potency of the material. If the release is outside of a building, it is important to consider whether an evacuation will place more people into the area that is exposed, or may be exposed based on the environmental conditions.

**Mass Gathering**

[Diagram of Mass Gathering process]

- **Pre-Planned**
  - Peaceful: Monitor and communicate with organizers
  - Non-Peaceful: Activate EOC
    - Building Status
    - College Status
  - Notify outside resources
  - Attempt resolution with organizers
  - Secure adjacent buildings
  - Operate with agencies via Unified Command
  - Disperse event upon commission of illegal activities

- **Spontaneous**
  - Non-Peaceful: Monitor and communicate with organizers
  - Peaceful: Intermittent College Operations
  - Determine end time and disperse at that time

- **Damage Assessment**
  - Reoccupy Buildings as appropriate
  - Demobilize EOC
  - Demobilize Responders
Mass Gatherings range from athletic events to 1st Amendment protests to commencement ceremonies to organized fairs and carnivals. When considering the impact of gathering, it is important to react to the effect of the gathering, not the original purpose. It is also important to consider that the 1st Amendment does not protect illegal activities in any form.
Appendix C – Evacuation Points and Safe Havens
Appendix D – Information for Campus Community Regarding Specific Emergency Incidents

<table>
<thead>
<tr>
<th>Natural Hazards</th>
<th>Man Made Hazards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Emergency</td>
<td>Criminal Behavior</td>
</tr>
<tr>
<td>Fire, Smoke, or Explosion</td>
<td>Active Shooter</td>
</tr>
<tr>
<td>Severe Weather</td>
<td>Suspicious Packages</td>
</tr>
<tr>
<td>Flooding</td>
<td>Bomb Threat</td>
</tr>
<tr>
<td></td>
<td>Mass Gatherings</td>
</tr>
<tr>
<td></td>
<td>Hazardous Material Release</td>
</tr>
</tbody>
</table>

1. The information in this appendix is intended for non-emergency personnel. Faculty, staff, and students should review these suggested responses to become familiar with what emergency responders expect of them in an emergency. This information will also be useful to outline the responses by emergency personnel.

2. Dialing 911
   a. You should dial 911 for any campus emergency. Your call, whether placed from a cell phone or campus phone, will be routed to the North Mecklenburg County 911 Dispatcher. Even though Campus Police may ultimately be the sole agency responding to your emergency, you should first call 911 (not the Campus Police Office or On-Duty Phone) so that other city and county resources may be put on notice in the event Campus Police needs assistance. The dispatcher will process your call.
   b. You should identify yourself and state that you are located at Davidson College. It is essential to mention Davidson College because it will indicate to the dispatcher that they should transfer your call and/or the information you provide to the Campus Police. This will increase efficiency and reduce the response time.
   c. For incidents that are not serious in nature, such as being locked out of your car or dorm room, needing assistance with jump starting a car, or the report of a suspected theft, call the Campus Police (704-894-2178 or extension 2178) or the On-Duty Officer Phone (704-609-0344).
**Medical Emergency**

For serious medical illnesses or injuries, call 911.

**What to do when you call 911:**

1. State that medical care is needed.
2. State that you are at Davidson College and provide your campus location, including the building and room number if known.
3. Provide the location of the injured or sick person (if different from your location).
4. Provide the person’s present condition (e.g. bleeding, breathing erratically, unconscious).
5. Recount the nature of the injury or medical problem if the person has been able to tell you what is wrong.
6. Follow the directions of the dispatcher, who will tell you if an ambulance is required or if the injured individual may be brought in to the emergency room.
7. Remain calm as the emergency responder will arrive at the scene as soon as possible.

**What to do while waiting for medical help to arrive on the scene:**

1. Return to the injured person; do not leave the scene or leave the injured person alone again.
2. Do not move the injured person.
3. Give first aid if you are qualified to do so.

Report illness and injuries to students to the Dean of Student’s Office at extension 2225. Injuries to employees should be reported to Human Resources at 704-894-2213 within 48 hours of the injury occurring.

- Return to the injured person; do not leave the scene or leave the injured person alone again.
- Do not move the injured person.
- Give first aid if you are qualified to do so.

It is important for Student Health and Counseling Center to be able to monitor the overall health of the Davidson Community. As such, it is a part of the responsibility of members of the community to alert the Health and Counseling Center to increased incidences of illnesses either collocated in a location or affecting a specific section of the community (class, student group, team, etc.). Student Health and Counseling will communicate with state and federal public health authorities in instances where outbreaks of disease may progress to the pandemic level. Student Health and Counseling will advise the administration of the College and will promulgate information and instructions to the community.

**General instructions to avoid the spread of germs for Influenza like Illnesses (ILI):**

- Cover your mouth and nose with a tissue when you cough or sneeze. Throw the tissue in the trash after you use it.
- Wash your hands often with soap and water. If soap and water and not available, use hand sanitizer.
• Avoid touching your eyes, nose, and mouth.
• Avoid contact with sick people. If you are sick, stay home at least 24 hours after your fever is gone.
• While sick, limit contact with others as much as possible.

Fire, Explosion or Smoke Emergencies

1. Upon discovering a fire, explosion or smoke in a building, activate the fire alarm system. Find a red pull station located on a wall and pull the lever down.
2. After sounding the alarm, call 911.

Give:
• Your location on Davidson’s campus and the building name
• Your name and phone number
• Type of incident
• Floor
• Room number

3. If you are trained to do so, after sounding the alarm you may attempt to contain a small fire (smaller than 6 feet) by using available fire extinguishers. If the fire is beyond control or involves potentially explosive materials, evacuate the building.
4. When a fire alarm sounds, complete evacuation is required. Follow the direction of Public Safety personnel and staff who are directing the evacuation. It is important to evacuate away from the entrances to the building that responders will need to use to gain access.
5. If there is a disabled or injured person in your area, assist the individual to the nearest stairwell. Immediately contact 911 with the person's location.
6. Do not use the elevators during a fire, explosion or smoke emergency.
7. Someone familiar with the situation and who knows the area involved should meet the Fire and Police Departments, and give specifics. Notify police and/or firefighters on the scene if you suspect someone may be trapped inside the building.
8. Report potential hazards or address fire prevention questions to the Environmental Health and Safety Specialist.

Operating Fire Extinguishers:

1. Never enter a room that is smoke filled.
2. Before opening doors check to ensure it is not hot to the touch. If hot do not open. If warm open slowly to check room/hallway conditions.
3. Portable fire extinguishers can be used for small fires. However, this is at the employee’s discretion and an immediate readiness to evacuate is essential.
4. Never use water on an electrical or flammable liquid fire. Use a dry chemical or carbon dioxide extinguisher only.
5. When using a dry chemical extinguisher on a flammable liquid fire, stay back a minimum of 10 feet from the fire.
6. Start at the leading edge of the fire and use a side to side sweeping motion to extinguish the fire

**P.A.S.S.**
- Pull the pin
- Aim at the base of the fire
- Squeeze the discharge handle
- Sweep from side to side

**Severe Weather (Thunderstorms, Winter Storms, Tornado, Hurricane)**

1. Students, Faculty, and Staff members will receive instructions via the campus alert system of any impending severe weather events.
2. Essential personnel may be required to remain on campus overnight during severe weather events. The College may provide assistance with transportation to and from homes during this time if travel is difficult or dangerous.
3. As a general rule, classes will be held whenever possible.
   a. If necessary, classes may be moved to alternate classrooms.
   b. If a faculty member is unable to meet for class, the faculty member must notify the Registrar as soon as possible.
   c. The Registrar will post a list of cancelled classes and relocated classes on the Davidson Web site as well as send an e-mail students enrolled in affected classes. Faculty members should also attempt to send an e-mail to students notifying them of the change. However, students may not receive this as the faculty member may be without power or otherwise have access to e-mail.
4. Any decision to close the College will come from the President and will be communicated to the Principal Executive Staff, the Director of Human Resources, and a member of the College Relations staff. This message will be communicated through the campus alert system and through a recording on an employee information line at 704-894-4111 (extension 4111 from on-campus) and will also be broadcast on: WSO (ABC), WCNC (NBC), WBTV (CBS), WCCB (Fox), and on the radio at WBT 1110 AM.

**Severe Thunderstorm Watch** means that the atmospheric conditions are favorable for severe thunderstorm development. **A Tornado Watch** means atmospheric conditions are favorable for tornadoes and severe thunderstorms.

1. If you are in the watch area, seek shelter immediately and take precautions before leaving shelter.
2. If you are in a vehicle, get to your destination and seek shelter in a sturdy building expediently.
3. Monitor news sources for updates on weather conditions and effects on the Davidson area.
**Severe Thunderstorm Warning** means that a severe thunderstorm is imminent. A **Tornado Warning** means that a tornado is imminent; at least one is occurring or is expected to occur.

This means spotters and/or radar have identified the weather emergency in the area.

1. If you are in the warning area, seek shelter immediately.
2. If you are in a vehicle, get out and seek shelter in a sturdy building.
3. If the severe weather involves high winds and a building is not available, a depression such as a ditch or ravine may offer some protection.
4. Do not open windows. This can actually increase damage to the building. Stay away from windows and exterior doors.
5. Basements, interior hallways on the lower floors and small interior rooms on the lower floors offer the best shelter.
6. Do not attempt to turn utilities on or off. Do not use landline phones.
7. Report injuries and damage to 911. Notify your departmental office.
8. After the all clear, leave badly damaged buildings and do not attempt to return unless directed to do so by the Davidson Police Department or Facilities Management.

With certain types of severe weather, evacuations prior to the arrival of the weather may be declared by state or local authorities. All Davidson community members will abide by these types of evacuations and follow the directions of the declaring authorities.

**Flooding**

Flooding may be caused by a number of hazards, from severe weather and its impact to a building leak or sprinkler activation. The effects of flooding on a building will be similar; it is the scope of the incident that will vary from localized to building wide.

1. For localized flooding, evacuate the area. If the flooding is caused by a small leak, call the Officer on duty phone. If the flooding covers multiple rooms, is caused by a major leak, or a sprinkler flow, call 911.
   
   Give:
   
   - Your location on Davidson’s campus and the building name
   - Your name and phone number
   - Type of incident
   - Floor
   - Room number

2. Leave badly damaged buildings and do not attempt to return unless directed to do so by the Davidson College Campus Police Department or Facilities Management.
3. Do not attempt to turn utilities on or off.
4. Report injuries and damage to 911. Notify your departmental office.
Crime in Progress

If you witness a crime in progress, do not attempt to intervene. A situation that might appear safe may escalate beyond your control very quickly. You should take the following actions:

1. Call 911 immediately indicating your location on Davidson College’s campus.
2. Be observant and try to make the following mental notes:
   - Type of event taking place
   - Number of individuals present
   - Physical characteristics such as race, gender, height, weight, clothing worn, hair, or other distinguishing characteristics
   - Description of any weapons used
   - Mode of transportation of the individuals

Active Shooter

**Definition of an Active Shooter:** An Active Shooter is an individual who is engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

If you are alerted to an Active Shooter on Campus, but not in the building that you are in, SHELTER IN PLACE. Do not leave until notified that it is safe to do so by campus authorities. Evacuating may place you in the range of the shooter, especially if they are moving. If you are not in a building, seek cover in the closest building to you that is not being affected by the incident.

Good preparatory practices for coping with an active shooter situation:
   - Be aware of your environment and any possible dangers
   - Take note of the two nearest exits in any facility you visit

CALL 911 WHEN IT IS SAFE TO DO SO!

Information to provide to law enforcement or 911 operators:
   - Your location on Davidson campus
   - Location of the active shooter
   - Number of shooters, if more than one
   - Physical description of shooter/s
   - Number and type of weapons held by the shooter/s
   - Number of potential victims at the location
   - Whether you saw them use explosive devices or plant any explosive devices
HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR BUILDING: Quickly determine the most reasonable way to protect your own life. Remember that others are likely to follow the lead of faculty and staff during an active shooter situation.

- If you are in a room or office, stay there and secure the door
- If you are in a hallway, get into a room and secure the door
- If the door does not lock, barricade the door using furniture

1. Evacuate -- If there is an accessible escape path, attempt to evacuate the premises. Be sure to:
   - Have an escape route and plan in mind
   - Leave your belongings behind
   - Help others escape, if possible
   - Prevent individuals from entering an area where the active shooter may be
   - Keep your hands visible
   - Follow the instructions of any police officers
   - Do not attempt to move wounded people
   - Call 911 when you are safe

2. Hide out – If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
   Your hiding place should:
   - Be out of the active shooter’s view
   - Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door)
   - Not trap you or restrict your options for movement
   - If possible, spread out within the room

   To prevent an active shooter from entering your hiding place:
   - Lock the door
   - Blockade the door with heavy furniture
   - Silence your cell phone and/or pager
   - Turn off any source of noise (i.e., radios, televisions)
   - Hide behind large items (i.e., cabinets, desks)
   - Remain quiet

   If evacuation and hiding out are not possible:
   - Remain calm
   - Dial 911, if possible, to alert police to the active shooter’s location. If you cannot speak, leave the line open and allow the dispatcher to listen

3. Take action against the active shooter – As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:
   - Committing to your actions
   - Throwing items and improvising weapons
• Acting as aggressively as possible against him/her
• Yelling

HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES: Law enforcement’s purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

• Officers usually arrive in teams of two to four
• Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment
• Officers may be armed with rifles, shotguns and/or handguns
• Officers may use pepper spray or tear gas to control the situation
• Officers may shout commands, and may push individuals to the ground for their safety
• Officers may move past injured persons before returning to assist

How to react when law enforcement arrives:
• Remain calm, and follow the officers’ instructions
• Put down any items in your hands (i.e., bags, jackets)
• Immediately raise hands and spread fingers
• Keep hands visible at all times
• Avoid making quick movements toward officers such as attempting to hold on to them for safety
• Avoid pointing, screaming and/or yelling
• Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises. Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave the safe location or assembly point until law enforcement authorities have instructed you to do so.


Behavioral Concerns or Potential Violence

There is any number of reasons that a person may instill concern in those around them. If someone is in acute crisis, notify 911 and describe the behaviors and actions of that person so the appropriate resources may be dispatched. The following observable behaviors have been indicators of individuals who have engaged in self-harm, workplace violence, sexual violence, and criminal violence towards others. It is important when reporting behaviors to relate them in context of the situation and as a total picture of the individual’s actions, not as a single factor.
Potentially violent behaviors by a student, staff member of faculty member may include one or more of the following (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression / withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about “putting things in order”
- Behavior which is suspect of paranoia, (“everybody is against me”)
- Increasingly talks of problems at home or school
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes

**Suspicious Packages**

Two factors to consider if you observe or receive a suspicious package:

- The size of the package
- The type of threat contained within the package.

**What constitutes a "suspicious package"**

No one characteristic makes a package suspicious; include all known factors when evaluating the suspiciousness of any mail or package. Some typical characteristics Postal Inspectors have detected over the years, which ought to trigger suspicion, include parcels that:

- Are addressed to someone no longer with your organization or are otherwise outdated.
- Have misspellings of standard words.
- Are addressed to a position or title, not a person, i.e. “Dean, or President”
- Have no return address, or have one that can't be verified as legitimate.
- Are of unusual weight, given their size, or are lopsided or oddly shaped.
- Are marked with restrictive endorsements, such as "Personal" or "Confidential."
• Packages may be unprofessionally wrapped with several combinations of tape used to secure the package and may be endorsed "Fragile-Handle with Care" or "Rush-Do Not Delay".
• Have protruding wires, strange odors or stains.
• Show a city or state in the postmark that doesn't match the return address.

Should you receive or come upon a suspicious package, do not touch the package. Do not open; isolate the package and evacuate yourself and others from the area. Do not put the package in water or make any attempt to render it harmless. Use a telephone in another area (not a mobile phone) and report it immediately to 911.

Information for the 911 Operators:
• Your name
• Your location and the fact that you are on the Davidson campus
• Your telephone number
• A description of the package and why it is suspicious:
• Explosive devices tend to have oily stains, protruding wires, excessive tape or wrapping, excessive postage, or a very lopsided.
• Chemical or Biological agents may have powder on the outside or when opened, or may cause symptomatic responses to people in the area
• Whether the package contains threats or hate based writings that may be criminal violations
• A description of how the package arrived, if known

Bomb Threats

Motivation and goals for making a bomb threat usually comes from one of two goals:

• The Hoax Caller: The most frequent goal is to create an atmosphere of panic and anxiety, the idea being to disrupt normal activities or operations at the location where the explosive device is alleged to be placed or for the entire college.
• The Credible Caller: The caller has a definite knowledge or believes that an explosive device has been or will be placed, and he or she wants to warn of the threat to minimize personal injuries or property damage. The caller may be the person placing the bomb or someone who has become aware of information they believe to be credible.

Bomb Threats may also be transmitted by letter or email. Regardless of the medium of the threat; the receiver of that message should immediately call 911 and provide all the information possible.

The following is the information on the ATF's Call Checklist for phone call bomb threats. If a phone threat is received, do not disconnect the call. Keep the caller on the line as long as possible and try to ascertain as much of the following information. If it is possible to transfer the call to 911, do so.

You should note:
1. The time and date you received the call.
2. The telephone number at which the call was received.
3. The caller's exact wording of the threat?

**Questions to Ask the Caller:**

1. When is the bomb going to explode?
2. Where is it right now?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. What is your address?
9. What is your name?

**Description of the Caller's Voice**

Calm; nasal; angry; stutter
Raspy; lisp; excited; slow
rapid; soft; ragged; loud
laughing; crying; clearing throat; normal
disguised; deep breathing; distinct; accent
cracking; slurred; whispered; female
male; other; familiar*

*If familiar, who did the caller sound like?

**Background Sounds**

street noises; factory machinery; aircraft noise
animal noises; public address system; music;
clear static; house noises;
television; office typewriters; other language heard

**Mass Gatherings**

Mass Gathering may consist of a number of elements that require planning, appropriate staffing, and monitoring by Davidson College officials. Pre-planned Mass Gathering of significance may warrant the activation of the EOC in support of the operational management of the event itself. Gathering may be athletic events, concerts, commencement ceremonies, or 1st amendment demonstrations.

DPS needs to be notified of large gathering of individuals in order to properly monitor those crowds and provide the appropriate support. This support may include medical attention to attendees, traffic control, or protection of College facilities and property. Planned or unplanned demonstrations may become large and uncontrollable. In some cases, participants could become violent, causing the destruction of property and injury or even death to themselves or observers.
1. Avoid area of disturbance
2. Avoid provoking or obstructing demonstrators.
3. If disturbance is outside, stay inside, stay away from doors or windows.
4. Secure your areas (lock all doors) continue with your normal routines as much as possible.
5. If the demonstration escalates prepare for evacuation or relocation and follow instructions by DPS or College officials.

Hazardous Materials Release
There are many types of substances that can be categorized as Hazardous Materials; including gasoline and diesel fuel, natural gas, cleaning and industrial chemicals, agents and precursors and biological material used for science experiments, and substances, analogues, and precursors used for criminal endeavors. Substances may fall into a myriad of these categories; the focus will be on the size of the release and effect it has on those in the area of the release.

Chemical Spills
1. Laboratory instructors should be aware of the volume of material that could be released, its chemical, physical and hazardous properties, and any recommended unusual spill cleanup procedures.
2. Spills of toxic substances or hazardous chemicals should be resolved immediately. All but very small spills (about 50-100 ml) will be handled by trained cleanup personnel.
3. If a spill is flammable, turn off ignition and heat sources where possible.
4. For Large Spills (liters, gallons, etc.)
   a. Clear the area immediately.
   b. Evacuate the lab.
   c. From a safe location, call 911.
   d. Notify the Environmental Safety Specialist ext. 2929 or (704-437-8635).
   e. All cleanup material should be labeled and assessed for disposal as hazardous waste by the campus Environmental Health and Safety Specialist.
   f. Report all spill incidents using “Davidson College Incident Report Form”

In the event of a broken gas line, these procedures are to be followed:
1. Alert others and leave the area immediately.
2. Call 911 immediately indicating your location on Davidson College’s campus.
3. Contact Physical Plant Work Order Desk (PPWOD) at ext. 2595 or 704-894-2595.
4. Describe the magnitude of the leak, buildings affected and source if possible.

NOTE: Available in the Annex is EMERGENCY PROCEDURES FOR NATURAL GAS LINE BREAKS

When reporting the release to the 911 operator, assess the surrounding area to assist in determining the scope of the incident and communicate this information to the Dispatcher.
• Are there people displaying signs of illness or exposure to an agent? (Unconsciousness, trouble breathing, vomiting, clammy skin, coughing and gasping, etc.)

• Are there any odors or gasses in the air that are inconsistent with the area? (gasoline/petroleum products, natural gas, sulfur, dead fish, juicy fruit, acetone [fingernail polish], almonds, chlorine [pool cleaner])

• Are there any immediate hazards that preclude the investigation of the package? (Fire, smoke, active violence, etc.)

**Nuclear Emergency**

If there is an emergency at the nuclear station, state and county officials will provide information to the public via radio and television. You might be told to go inside and stay inside, shelter in place, evacuate and/or take potassium iodide (KI). Sheltering in place, evacuating and taking potassium iodide are ways to reduce exposure to radiation. Sometimes staying indoors is safer than evacuating. Emergency officials will know which is better. Follow their instructions.

A. Go Inside/Stay Inside
   1. Go inside a building (home/office/etc.).
   2. Stay indoors until officials tell you it is safe to leave.

B. Shelter in Place
   1. Go inside a building and stay there until you are told it is safe to leave.
   2. Close all windows and doors. Turn off fans, air conditioners, heat pumps and forced air heat, which bring in outside air.
   3. Go to the basement, if possible. If you don’t have a basement, go to a downstairs room in the center of the house. It should be a room without windows or outside doors.
   4. Listen to local radio stations for instructions from emergency management officials.
   5. Commercial supplies of water, milk and food will be checked for radiation, if necessary. Government officials will tell you if these are safe.

The following procedures apply in the event evacuation of the campus is necessary.

C. Evacuation to a Reception Center
   1. The campus community will be notified to evacuate by general announcements via email, voice mail, campus police public address systems and announcements by department heads and residential staff.
   2. Turn off appliances and faucets. Lock all windows and doors.
3. Get into your vehicle and close all windows and vents. Campus authorities will give directions as to evacuation routes.

4. Students, faculty, and staff must leave campus immediately taking ID, shoes, coat and any prescription medications. Students should not take time to pack extra clothing or belongings. Do not try to take all of your belongings with you. You could be away from home for a few hours or a few days.

5. Service animals (dogs trained to benefit those with disabilities) are welcome and will be accommodated at reception centers.

6. Each car leaving campus should be full. Students, faculty, and staff who own cars are encouraged to take students, coworkers, neighbors and acquaintances with them. Drivers are discouraged from taking time to locate particular friends or individuals. The goal is to leave campus, taking as many immediately available people as possible.

7. Students, faculty and staff needing a ride should be directed to the corner of Glasgow and Main Streets.

8. Campus authorities will report to the corner of Glasgow and Main Street to match those needing rides with cars having space.

9. Residence Life Office professional staff will “sweep” residential building to insure that everyone has evacuated. Upon leaving a building, they will pull the fire alarm as one final notification to evacuate should anyone have remained in the building and been overlooked.

10. Campus Police will “sweep” other buildings in insure everyone has evacuated. Upon leaving the building, they will pull the fire alarm as one final notification to evacuate should anyone have remained in the building and been overlooked.

D. Communication will be maintained during the evacuation period.

1. Telephone will be rolled over to one line with prerecorded announcement that the campus has been evacuated to reception areas in Troutman. The pre-determined evacuation area is South Iredell High School, but alternative locations may be added.

2. A College Web site and a recorded telephone message will be updated with an evacuation announcement and information as frequently as possible.

E. Additional procedures.

1. The initial notification of nuclear facility incident will be communicated to the public by activation of the McGuire Siren System (continuous tone audible on campus). The siren alert is an indication to listen to Emergency Broadcasts on radio and television, especially radio station WLNK 107.9 and WFMX 105.7.
2. In the event of an evacuation order, the Davidson evacuation route is north on Interstate Route #77 to Exit #45. From that point, State and local police will direct traffic. The Davidson College checkpoint and reception area will be set up at South Iredell High School.

3. Drive to your reception center and register. It is important to go to the reception center because:
   a. Local emergency management officials want to know who has evacuated. They also need to know where you are, so you can be contacted.
   b. You can stay at the reception center or, after you register, you may stay with friends or relatives outside the protective action zone(s).
   c. If any radioactive material were found on you, it would be removed by changing clothes and washing. This process is called decontamination, and is important to reduce radiation dose to yourself and others.

4. Food, water and emergency medical care will be provided. Decontamination facilities will be available at these sites. Further evacuation information and directions will be provided.

5. The Campus Police will notify the campus community by broadcast email when tests of the McGuire Siren System are planned so that the community members may become familiar with the siren sound.

F. Potassium Iodide – KI

1. Potassium iodide, also known as KI, is a non-prescription drug that may prevent the thyroid gland from absorbing radioactive iodine. KI is one protective action that might be recommended during a nuclear emergency. KI is available to Emergency Planning Zone (EPZ) residents at no cost through county health departments. **It should be taken only at the direction of public health officials.**


2. (INSERT DISTRIBUTION PLAN)
## Appendix E: ACTIVITY LOG

<table>
<thead>
<tr>
<th>Time Stamp</th>
<th>Category</th>
<th>From/By</th>
<th>Action</th>
<th>Notes/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>[enter time action taken – be exact]</td>
<td>[Request Rec’d; Communication; Info Rec’d; Action]</td>
<td>[Indicate person/entity making request, etc.]</td>
<td>[describe the action]</td>
<td></td>
</tr>
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</tbody>
</table>
# Appendix F: ACTIVITY LOG—Sample

<table>
<thead>
<tr>
<th>Time Stamp</th>
<th>Category</th>
<th>From/By</th>
<th>Action</th>
<th>Notes/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:52 a.m.</td>
<td>Request Rec’d</td>
<td>Incident Command Post</td>
<td>Request to EOC to initiate follow up SSAFER message</td>
<td></td>
</tr>
<tr>
<td>11:55 a.m.</td>
<td>Communication</td>
<td>EOC to campus</td>
<td>SSAFER message sent</td>
<td>“UPDATE: Active Shooter contained within Chambers Building. All persons in Chambers should continue to SHELTER IN PLACE until instructed otherwise by police. Everyone not in Chambers should EVACUATE CAMPUS IMMEDIATELY.”</td>
</tr>
<tr>
<td>11:58 a.m.</td>
<td>Communication</td>
<td>EOC to Campus</td>
<td>Emergency Web Site text updated with SSAFER message and evacuation details</td>
<td></td>
</tr>
<tr>
<td>12:01 p.m.</td>
<td>Action</td>
<td>EOC</td>
<td>Confirmed request to Davidson Day to use their facilities as temporary evacuation shelter</td>
<td></td>
</tr>
<tr>
<td>12:02 p.m.</td>
<td>Communication</td>
<td>EOC to ICP</td>
<td>Update provided: Davidson Day is primary evacuation destination</td>
<td></td>
</tr>
<tr>
<td>12:04 p.m.</td>
<td>Communication</td>
<td>EOC to Campus</td>
<td>Emergency Web Site text updated with evacuation location</td>
<td></td>
</tr>
</tbody>
</table>