# Lakes Region Community College 2022

## Emergency Management Plan

# Lakes Region Community College

Lakes Region Community College
379 Belmont Rd
Laconia, NH 03246

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# Promulgation

This document establishes the Lakes Region Community College Emergency Management Plan, consisting of two integrated parts:

1. Emergency Operations Plan.
2. Continuity of Operations Plan.
3. Emergency Management Team. President, Vice President, AVPASA, PIO, Safety Coordinator

This document assigns duties and responsibilities to LRCC departments, offices, and employees before, during, and after an emergency event. This document also grants the authority for departments, offices, and employees to carry out their duties and fulfill their responsibilities in accordance with its terms.

This Emergency Management Plan applies to all employees participating in emergency and disaster mitigation, preparedness, response, and recovery efforts. In order to promote preparedness in carrying out this plan, departments and individuals who have been assigned responsibilities are expected to put necessary operational procedures in place. These operational procedures must be kept current and tested regularly.

All LRCC College employees must actively participate in emergency and disaster preparedness exercises and training, whether they have specific responsibilities detailed in this plan.

This plan has been reviewed and approved by LRCC senior administrators who affirm their support for this Emergency Management Plan.

This promulgation shall be effective upon its signing and will remain in full force and effect until  amended or rescinded by further promulgation.

**Dave Stevens**_____
 **Campus Safety Coordinator & Emergency Management – Lakes Region Community College**

**Patrick Cate**_____
**Interim President – Lakes Region Community College**

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# Approval and Implementation

I approve and authorize the Lakes Region Community College Emergency Management Plan

This Emergency Management Plan has been established to provide a viable "all-hazards" response capability and  comprehensive approach to managing emergencies while concurrently maintaining continuity of business operations.

This document may only be modified by the President of Lakes Region Community College President Patrick Cate, Campus Safety Coordinator David Stevens, or another person who has been granted such authority by the President or Chancellor.

Employees who identify the need for modifications to this plan should promptly bring their concerns and recommendations to the attention of the Safety Committee, via department managers or Campus Safety Coordinator David Stevens, for consideration.

Recognizing that emergency plans must be adaptable to the facts and circumstances of unique situations, this plan grants employees the use of discretion in their responsive actions whenever reasonably appropriate and authorizes a range of options for employees to consider while carrying out their responsibilities.

This plan is effective upon its execution and supersedes all prior plans.

**Interim President – Lakes Region Community College, Community College System of New Hampshire.**

**Patrick Cate_____ Date_____**

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# Record of Changes

Modifications and/or revisions to the **LRCC** Emergency Management Plan are recorded in the table below.

| Change Number | Date of Change | Section | Summary of Change | Change Made By (Name) |
|---|---|---|---|---|
| 1 | 10/17/2022 | Gas Leaks and Chemical Spills | Added Verbiage to Contingency Plan | David Stevens Campus Safety Coordinator |
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# Record of Distribution

The table below contains a record of all contacts that received an initial copy of the approved Emergency Management Plan.

| Department / Office / Agency | Title of Recipient | Name | Date | Number of Copies |
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**NOTE CONCERNING TITLES, DUTIES, AND RESPONSIBILITIES**

Throughout this document there are repeated references to titles and subscribing various Emergency Management responsibilities to those individuals holding those titles. It should be known that at times within the college community titles will be changed to reflect various statuses of those individuals. For instance, the Vice President for Academic and Student Affairs (VPASA) might be retitled as Assistant Vice President of Academic & Student Affairs (AVPSA), or even Interim Assistant Vice President of Academic Student Affairs (IAVPSA). Insomuch as this document and the Emergency Management Plan response is concerned, those individuals holding the title whose duties correspond most closely to the title listed in this document, would be the person responsible for carrying out those duties, regardless of changes in title.

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# Contents

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## Response and Recovery Framework

This Emergency Management Plan provides an overarching framework for emergency/disaster response and recovery. Within this framework there are two key subcomponents:

- The **Emergency Operations Plan** (EOP) – This plan guides immediate and intermediate operational response to an emergency an LRCC location. Cities and Towns work within a Local Emergency Operations Plan (LEOP). LRCC works closely with local officials Laconia Police, Laconia Fire Department to align LRCC's EOP with the LEOP

- The **Continuity of Operations Plan** (COOP) – This plan addresses the effects of an emergency on the business of the College. Consideration of these issues normally begins when the initial life-safety response has stabilized and extends into long-term recovery.

EOP and COOP activities are not separate and distinct from one another in most circumstances. They coincide much of the time and must be both integrated and closely coordinated.

## Response, Continuity, and Recovery

[Time]

Emergency Management

Emergency Response

Continuity

Recovery

| Initial life safety actions | Emergency response continues, then ramps down; continuity actions increase | Continuity actions continue as needed, with an attempt to ramp down and return to normal operations | Return to normal or new normal |

Emergency Occurs

Peak of continuity actions

Recovery is ongoing
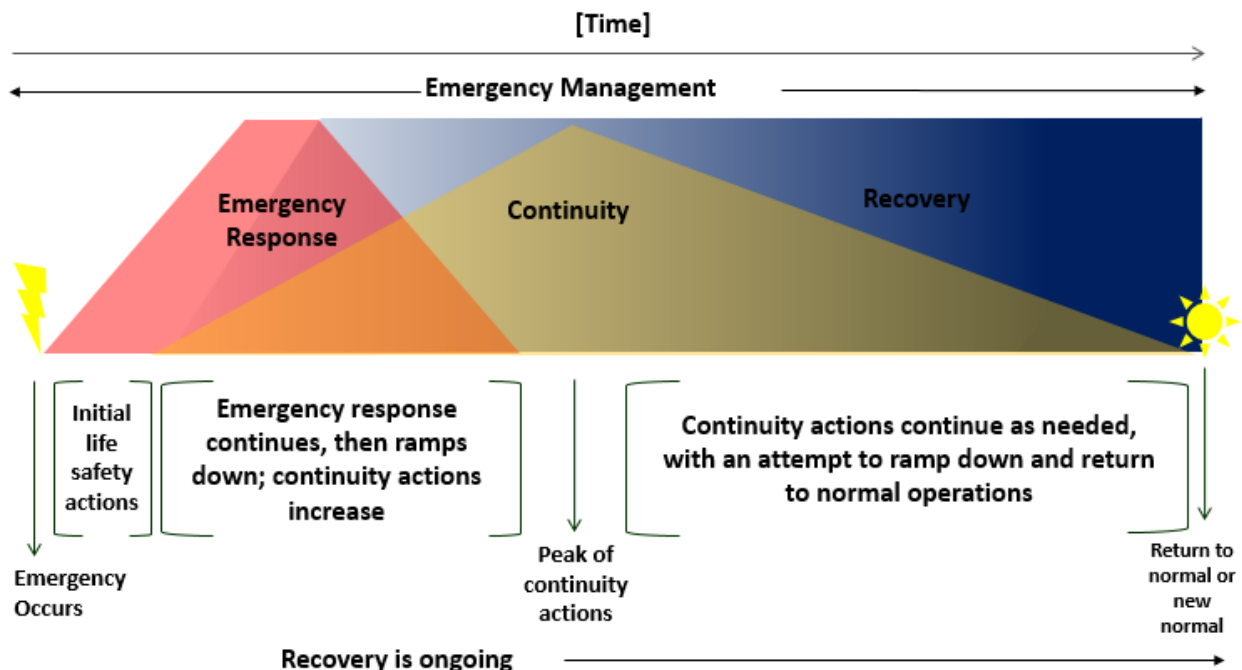
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# Section 1 - Emergency Operations Plan

## I. Introduction

### A. Purpose

The purpose of this Emergency Management Plan is to establish an <u>Emergency Operations System</u> that organizes the College's response to emergencies and disasters. This plan sets forth lines of authority, responsibilities, and organizational relationships. It also details methods of effectively coordinating emergency resources.

***A large-scale emergency, or disaster incident, is any occurrence caused by either human, or natural phenomena, that requires a sustained organizational response beyond normal capacity to prevent the loss of life and/or reduce the risk of injury or property damage.***

This document:
- Provides operational concepts that can be used to effectively manage emergency incidents.
- Identifies the components of an organized emergency response.
- Describes activities that should be undertaken to achieve an effective emergency response.
- Provides continuity strategies to maintain essential functions in circumstances when services cannot readily be restored and/or continued through standard means.
- Prioritizes public safety over business continuity yet offers guidance on how to achieve both objectives concurrently.

### B. Plan Organization

This Emergency Management Plan is divided into two main parts. Part I contains the information related to an Emergency Operations Plan and follows plan development guidance as provided by FEMA. It describes general emergency management concepts, priorities, and objectives, how to activate the plan, roles and responsibilities, and emergency operations center components.
The EMP in Part I meets or exceeds the criteria outlined in the National Incident Management System (NIMS), and the Incident Command System (ICS).
Part II contains information related to the Continuity of Operations Plan, including COOP components and COOP implementation.

## C. Authority

The overall responsibility for the College's emergency management, continuity of operations, and execution of the Emergency Management Plan (EMP) resides with the College President, who serves as the Emergency Operations Executive. In the absence of the President, the President's designee has been granted the authority to activate this plan and implement emergency management activities at LRCC. The President has designated the Vice President of Student and Academic Affairs, Facilities Director, and Campus Safety as his designees.

## D. Situation Overview

LRCC located at 379 Belmont Road Laconia NH 03246. Emergency/disasters occurring within this area are likely to impact the College facility located in Laconia and have been considered in the preparation of this plan.

The risks and hazards listed below have been identified as those most relevant for the geographical area that hosts and immediately surrounds LRCC Campus and Academic Centers. These risks and hazards were identified via an internal assessment by LRCC and/or are contained in Laconia NH **Local** Emergency Operations Plan (LEOP).

**Risks and Hazards**

- Acts of Violence / Active Shooter
- Aviation Incident/Laconia Airport
- Structural Fire / Wildfire
- Chemical, Biological, Radiological, Nuclear (CBRN) / Hazmat Releases
- Civil Disturbance
- Communication System Failure
- Earthquakes
- Evacuation
- Explosion
- High Tides and Heavy Surf
- Industrial Incident
- Major Traffic Accident
- Malicious interference with LRCC's information systems
- Medical Emergencies
- Natural Disaster – Dam Intrusion

Risks and Hazards Continued:
- Natural Disaster – Flooding

- Natural Disaster – Hurricane / Tornado -Laconia PD, Gilford PD, Laconia FD, Gilford FD, N.H State Police
- Natural Disaster – Winter Storm / Blizzard -Laconia PD, Gilford PD, Laconia FD, Gilford FD, NH State Polic
- Natural Disaster – Windstorm
- Natural Gas Shortage
- Power Outage
- Public Health Incident
- Rail Incident, Building Contamination - Capital Environment, Laconia PD, Laconia FD, N.H State Police
- Wastewater System Failure -Capital Environment, Laconia PD, Laconia FD, N.H State Police
- Water Contamination / Shortage -Capital Environment, Laconia, Laconia FD, N.H State Police

**Capability Assessment**

LRCC has a Campus Safety, with officers who have basic training in methods to assist employees during times of emergency. Officers have CPR, Fire Extinguisher, Driving course, various Memick courses, work safety courses. LRCC relies on local police Laconia PD, Laconia FD, and emergency medical system personnel Laconia Hospital to confront and control the risks and hazards listed above, in cooperation with CSEM. LRCC is a member of Multilink, a multi-agency interoperability and communication tool allowing direct communication and resource sharing with local emergency response agency's Laconia Police and Fire, along with N.H. State Police.

Although the city/town of Laconia are LRCC's primary first-response law enforcement agencies, there are circumstances when the LRCC Campus Safety & Emergency management department can also assist in the response to risks and hazards listed above. Other agencies that might be called Belmont, Gilford, Loudon.

**Preparedness Actions**

LRCC prepares for emergencies by creating and maintaining emergency plans and procedures to accomplish the tasks associated with emergency response and continuity of operations. Additionally, LRCC has taken the following steps.
- Maintains an Emergency Operations Center that can serve as an information and decision-making resource. Currently the primary location of the EOC is the President's administrations office in Robert Turner Building. The alternate location is Room #205 in CAT/HS Building.
- Conducts fire evacuation and emergency response drills quarterly.

**E. Planning Assumptions**

In preparing this plan, LRCC relied on these planning assumptions:

- Emergency events typically occur with little or no warning.
- Buildings may be damaged and unsafe, forcing displacement of employees and visitors.
- Evacuating buildings may be complicated or delayed by medical emergencies.
- Road ingress/egress to the College may be partially or completely obstructed.
- Basic services, including electrical, water, natural gas, heat, telecommunications, and other information systems may be interrupted and or unavailable during an emergency.
- LRCC may experience delays in re-establishing full operational capability.
- LRCC daily operations that do not contribute directly to emergency response efforts, or the performance of essential functions may be suspended for some duration of an emergency.
- Emergency response may require coordination of internal and external departments. It may also require coordination with CCSNH's Chancellor's Office and external organizations, such as city, town, state, and federal entities.
- The degree of local, state, and/or federal resources available to respond to an emergency at LRCC will vary based on the type, severity, and  magnitude of the incident.
- There will be an immediate and continuous demand for information about the emergency and its impact on LRCC individually and CCSNH overall.

## II. Concept of Operations

### A. General

The following are general concepts associated with LRCC emergency operations.

The Emergency Operations Plan should be activated upon identifiable threat of an impending emergency that may affect the College or surrounding area and will require multiple departments to address.

- All College departments will likely be affected by the emergency. Accordingly, all departments will likely be required to contribute to the overall emergency response.
- LRCC emergency operations incorporate the National Incident Management System (NIMS) principles, including the Incident Command System (ICS) and the use of the FEMA's National Preparedness Goal mission areas of mitigation, preparedness, response, and recovery.

LRCC EOC will be staffed and operated in a manner sufficient to the demands of the event. When activated, the EOC will be staffed by LRCC employees who will guide emergency response and business continuity operations.

When the response to an emergency exceeds the College's resources, local, state, and federal assistance may be requested directly from cities of Laconia, Gilford, Belmont, Loudon and the State of New Hampshire, or other educational institutions such as other CCSNH.

In the event of a hurricane, other natural disaster, or a state of emergency declared by the State of New Hampshire, LRCC will endeavor to take the necessary health and safety measures as required to protect LRCC's employees. As appropriate, LRCC will work with designated bargaining unit representatives to review any measures taken in preparation for and during a hurricane, other natural disaster, or a state of emergency.

### B. Priorities/Objectives

All actions undertaken during and after an emergency should be done with the following priorities and objectives in mind:

- Protect the health and safety of LRCC's employees, students, visitors, and other persons present at LRCC who are affected by the emergency.
- Assist in containing and stabilizing harmful conditions created by the emergency.
- Ensure necessary steps are taken to accommodate all persons with access and functional needs. This specifically includes consideration of children, persons with limited mobility, persons with disabilities, and/or any other person whose ability to protect and/or assist themselves may be limited or impaired in any way.
- Minimize physical damage to LRCC's property, facilities, and the surrounding environment.
- Preserve vital records.
- Minimize disruption to LRCC's operations, including teaching, public service, and business functions.
- Resume/continue normal LRCC activities and operations in a timely manner.

### C. Activation

Upon notification of an impending emergency or the occurrence of an emergency, designated individuals may activate this plan and/or any of its component parts as reasonably appropriate. *This plan may be activated with or without a formal declaration of emergency.*

Individuals authorized to activate this plan include:
- **CCSNH Chancellor**
- **LRCC President**
- **LRCC Vice President of Academic and Student Affairs**
- **LRCC Facilities Director**
- **LRCC Campus Safety Coordinator**

### D. Declaration of an Emergency

When a catastrophic event or emergency condition occurs, the Emergency Operations Director (Facilities Director, VPASA or AVPASA, Campus Safety, should promptly notify the Emergency Operations Executive (President), who will then ensure appropriate notification to the CCSNH Chancellor.

The **President** may declare a state of emergency and request additional assistance as necessary to address the emergency and restore the operations to LRCC.

### E. Access and Functional Needs

Comprehensive emergency management and continuity of operations includes preparedness to accommodate persons with access and functional needs.
- Consideration of persons with access and functional needs should be incorporated into all aspects of emergency response; including but not limited to emergency communication, building  evacuation, the provision of aid and medical care, relocation, and transportation, sheltering and all other forms of essential care and services detailed in this plan.
- Consideration of persons with access and functional needs should be incorporated into all LRCC emergency planning documents.
- Consideration of the accommodation of service animals should also be included.

### F. The National Incident Management System and Incident Command System

**National Incident Management System (NIMS)**

LRCC has adopted the National Incident Management System (NIMS) as an organizational framework for emergency response. NIMS provides a nationwide template enabling federal, state, local, and tribal governments, and private sector non-governmental organizations to work together effectively and efficiently to prevent, mitigate, prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. Use of NIMS facilitates LRCC's ability to communicate and coordinate response actions with surrounding jurisdictions and external emergency response agencies in conjunction with the Multilink software platform. LRCC Officers are required to take Fema Federal Emergency Management Agency courses I.S 100 TO I.S 800

**Incident Command System (ICS)**

Compliance with NIMS includes the use of the Incident Command System (ICS) for emergency response. ICS is a framework for command, control, and coordination of internal and external resources.

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## III.    Organization and Assignment of Responsibilities

The emergency management organizational structure for LRCC consists of several elements including the Emergency Operations Team and the Emergency Operations Center Staff. This structure applies to both emergency operations activities and continuity of operations activities which will normally be assigned to the same individuals.

### A.   Policy Group
The Policy Group consists of the following administrators:
- **CCSNH Chancellor**
- **LRCC President**
- **LRCC President's Staff**

The policy group makes major decisions in response to emergency situations/events. This group provides counsel and direction to the Emergency Operations Team on emergency-related policy, such as closing facilities, relocating services to alternate locations, suspending activities, and resuming normal operations. This group also determines how, when, and what LRCC communicates to the community before and after emergencies.

### B.   Emergency Operations Team
The Emergency Operations Team consists of LRCC employees with appropriate training assigned emergency response duties. Everyone on this team is CPR Certified. Fire extinguisher Certified. Memick Training Courses.

### C.   Emergency Operations Center (EOC) Staff
Emergency Operations Center Staff includes all employees assigned to work in the EOC during an emergency or continuity incident, including the Director, command staff, and general staff as outlined in LRCC's EOC Team Organizational Chart.

The level of activation and designation of assignments is determined by the extent and scope of the emergency and actions needed to coordinate LRCC's response and continuity of operations efforts.

The EOC Staff is led by the Emergency Operations Executive or designee and manages emergency protection, response, and recovery actions. The EOC Staff will normally manage emergency response and continuity response at the same time; however, some or all these emergency response structures may instead be staffed independently as determined by the Policy Group.

### D. Roles and Responsibilities

Detailed responsibilities for the Policy Group, the Emergency Operations Center Staff, and others assigned to the Emergency Operations Team are described in greater detail in the attachments to this plan. General responsibilities for each group are described below, along with the responsibilities of all other LRCC **employees**. Tabletop discussions and drills to go over responsibilities.

## Policy Group

The Policy Group is responsible for making critical, high-level policy decisions during an emergency. The Policy Group directs the Emergency Operations Team via the Emergency Operations Executive.

## Command Staff

*Emergency Operations Executive*

The Emergency Operations Executive is responsible for:

- Activating the Emergency Operations Center.
- Oversight of the Emergency Operations Team.
- Oversight of all emergency response and continuity activities.

## *Emergency Operations Director*

The Director is responsible for:

- Implementing the Emergency Operations Plan.
- Directing the Emergency Operations Team.
- Organizing, staffing, and operating the Emergency Operations Center.
- Directing Emergency Operations Center operations.
- Providing status updates to the Emergency Operations Executive.
- Coordinating the development of after-action reports following exercises and actual incidents.

## *Emergency Operations Center Manager (Director Support)*

The Emergency Operations Center Manager is responsible for:

- Notifying employees about an emergency or continuity incident.
- Opening, setting up, supplying, and maintaining the Emergency Operations Center.
- Setting up and maintaining alternate facilities for Emergency Operations Center operations if necessary.

**Public Information Officer**

The Public Information Officer (PIO) ensures that information is released in a consistent, accurate, and timely manner. The PIO provides information to faculty, staff, students, and the community as directed by the Policy Group.

*Safety Officer*

The Safety Officer is responsible for identifying and mitigating safety hazards and situations of potential liability during EOC operations and ensuring a safe working environment in the EOC. The Safety Officer monitors incident operations and advises the Emergency Operations Center Director on all matters related to operational safety including the health and welfare of assigned personnel.

*Liaison Officer*

The Liaison Officer serves as the point of contact for external partners from assisting organizations and agencies outside of the College. The Liaison Officer aids in coordinating the efforts of these external partners to maximize the effectiveness of available resources.

*Operations Section*

The Operations Section is responsible for coordinating all operations in support of the emergency response and continuity effort. The Operations Section operates under the supervision of the Operations Section Chief. The Operations Section normally consists of the following groups:
- Communications and IT Branch
- Employee Branch
- Campus Safety / Medical Branch
- Facilities Branch

*Planning Section*

The Planning Section is responsible for the collection, analysis, and dissemination of information regarding the incident and the assigned resources, the development of the EOC action plan in coordination with other sections, and the collection and maintenance of incident documentation. The Planning Section operates under supervision of the Planning Section Chief. The Planning Section normally consists of the following units:
- Resource Unit
- Situation Unit
- Documentation Unit
- Demobilization Unit
- Technical Specialists

### Finance and Administration

The Finance and Administration Section is responsible for all financial activities and other administrative aspects of the emergency. The Finance and Administration Section is also responsible for acquiring, coordinating, tracking, deploying, and demobilizing resources needed in an emergency. This section provides facilities, services, personnel, equipment, and materials necessary for the response.   The Finance and Administration Section operates under the supervision of the Finance and Administration Section Chief and consists of the following units:

- Claims and Workers Compensation Unit
- Costs Unit
- Payroll and Time Unit.

### Logistics Section

The Logistics Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. The Logistics Section operates under the supervision of the Logistics Section Chief and consists of the following units:

- Procurement Unit
- Equipment/Supplies Unit.

E: Organizational Chart

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**_Structure Flexibility_**

Activation of organizational elements is flexible, as noted below:

- Many incidents will never require the activation of the entire Command or General Staff or entire list of organizational elements within each Section. Other incidents will require some or all members of the Command Staff and all sub-elements of each General Staff Section.
- The decision to activate an element (Section, Branch, Unit, Division, or Group) must be based on incident objectives and resource needs.
- An important concept is that many organizational elements may be activated in various Sections without activating the Section Chief.
- For example, the Situation Unit can be activated without a Planning Section Chief

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# Lakes Region Community College EOC Team Organizational Chart

**Policy Group**
CO Executives

COOP Policy Group

**Emergency Executive**

COOP Emergency Executive

General Counsel/Legal Support

**EOC Director**

COOP EOC Director

Director Support

COOP EOC Manager

Public Information Officer
(Internal PIO & External PIO)

COOP- PIO

Safety Officer

Liaison Officer

COOP Liaison Officer

**Operations Section**
- Communications and IT Branch
- Facilities Branch
- Employee Branch
- Security/ Medical Branch

**Planning Section**
- Resource Unit
- Documentation Unit
- Situation Unit
- Demobilization Unit

  COOP-Demob
- Technical Specialists

**Finance & Administration**
- Payroll and Time Unit
- Costs Unit
- Claims and Workers Compensation Unit

**Logistics**
- Procurement Unit
- Equipment/ Supplies Unit

# Direction, Control, and Coordination

Emergencies that affect LRCC will be managed by use of the National Incident Management System (NIMS), and the Incident Command System (ICS). Specifically, LRCC will use an Emergency Operations Center (EOC) to coordinate emergency management and continuity actions, as described below.

## A. LRCC Emergency Operations Center

LRCC's EOC will be set up at the discretion of the Emergency Operations Executive based on the emergency. The primary LRCC EOC location is the Presidents administration office on the First floor of Robert Turner building. This room can support EOC operations in an emergency.

In some circumstances, the EOC may need to be established at a different location on campus or off-site. A **Functional and Threat/Hazard Specific Annex** may be developed for a specific threat to address functions that must be performed in an emergency, such as evacuation, shelter-in-place, public health/medical/mental health, recovery, and other pertinent functions deemed necessary. Determination of change in location on or off-site will be made by the Policy Group after receiving recommendations from the Emergency Operations Executive.

Emergency Operations Center supplies are already on hand in the primary and alternate EOC Shipping/Receiving Turner building, (Laconia NH. These include items such as: telephones, pens, paper, office supplies, a printer/scanner machine, computers, and internet access.

## B. Emergency Operations Center Activation Levels

The following levels of activation will be utilized by LRCC Emergency Operations Center:

**Monitoring**

An emergency may require the LRCC to establish a "monitoring" level of the Emergency Operations Center.

**Partial Activation**

The Emergency Operations Center may be partially activated to manage an impending or actual emergency depending on its evolution and complexity.

**Full Activation**

If an emergency requires complex coordination with multiple departments and may take an extended period to manage, a full activation of the Emergency Operations Center may be necessary.

## C. Multi-jurisdictional Coordination

Any multi-jurisdictional coordination needed with LRCC will mainly be facilitated through its Emergency Operations Center and CCSNH's Chancellors Office. In some cases, LRCC, may be asked to provide information directly to the State of New Hampshire, Homeland Security & Emergency Management (HSEM), Incident Planning & Operations Center located at the State Fire Academy, 110 Smokey Bear Blvd, Concord, NH 03301. In other cases, LRCC's EOC may serve as an information, resources, and media coordination center for significant emergencies that impact one or multiple CCSNH Colleges. LRCC should ensure that proper information flow through appropriate communications methods occurs throughout the emergency.

## D. ICS-EOC Interface

Generally, policy and coordination functions are completed in the EOC and through the Policy Group, while incident command and tactical operations are conducted on-scene by local agencies that provide the Incident Commander and other staff assigned to the incident. LRCC EOC may coordinate information and resources in support of Incident Command System (ICS) activities being conducted through the Incident Command Post (ICP). The Director of Campus safety & Emergency management will facilitate communication between the EOC and the ICP to coordinate actions or garner additional resources in support of the response.

An ICP may be set up by local first responders (Laconia Police and Fire Department near LRCC to manage the emergency. LRCC's EOC may be activated simultaneously and LRCC's EOC will need to coordinate with the local ICP. Some routine public safety responses that require the activation of an ICP by local first responders will not necessarily require activation of LRCC's EOC. However, if an emergency increases in complexity, central coordination may be needed through the EOC. Similarly, incidents requiring emergency management and continuity within LRCC may not require interaction with first responders or the setup of an ICP.

**Information Collection, Analysis, and Dissemination**

A primary task of the Emergency Operations Center is the gathering of information regarding the situation before, during, and after an emergency to assist in determining response, continuity, and recovery actions. Intelligence is obtained from appropriate sources including information from responders, governmental agencies, media outlets, and other resources such as subject matter experts from CCSNH Colleges.

Types of information collected may include weather reports, law enforcement alerts and security threats, public health information, crime statistics and crime logs, situation reports from external partners, and lists of emergency management and response agencies assisting with emergency operations. The types of information needed will vary based on the incident or event.

When collected, information is analyzed and shared with appropriate stakeholders through briefings, incident action plans, and other communications to determine appropriate preparedness, response, continuity, and recovery actions.

**A. Communications:**

Emergency management and continuity of operations actions are dependent upon the availability and redundancy of critical communications systems to support internal and external communications to staff, vendors, emergency services, and the public. Redundant communication systems are programmed to support emergency management requirements within twelve hours following an EOC activation, and for up to thirty days.

**LRCC** will use all available communications tools and technologies in an emergency, these include:

- **Landline telephones.** LRCC employees who work at a desk have been issued a landline telephone.
- **Cellular telephone.** Several LRCC staff members have been issued cell phones. Emergency Operations Team members have cell phones with enhanced capabilities that will allow the phone to function during an emergency Most LRCC employees also carry personal cell phones.
- **Multilink Edge ICS.** An online platform for interagency communication and resource sharing in real time. This application is on the laptops and cell phones issued to Emergency Operations Team members
- **Emergency Information Hotline.** LRCC maintains an emergency information hotline that can provide a recorded message in an emergency.
- **RAVE Alerts.** RAVE Alerts are a free subscription service provided by LRCC to all employees and students that is used to send out emergency or informational communications related to emergency conditions, school closures or other factors that may affect students and employees. Cell Phones, SMS Texts, E-mails, and Social Media platforms are all used for information dissemination. students are automatically signed up for LRCC RAVE alerts upon enrolment.

Communication tools Continued:

- **Loudspeaker/alarm system.** LRCC is equipped with a public address system with voice capability that can be used to alert LRCC staff members, students, and visitors inside the building.
- **Campus Safety Handheld Radios.** CSEM, Facilities and other select staff members maintain handheld radios for use during local emergency operations. (These are not interoperable with local emergency service radios, Multilink is the interagency communication tool used for that purpose)
- **LRCC's Website.** The website is hosted on a system of redundant servers. Updates to webpage information can be provided from multiple locations.

## B. Employee Communication

In a confirmed emergency or dangerous situation that potentially poses a threat to life safety and health, LRCC will issue an emergency notification to employees, as is feasible under the circumstances, according to procedures outlined in LRCC's Crisis Communications Plan. LRCC uses a broadcast text, voicemail, and email emergency notification system that is housed off-site and can be activated online. The EOC Manager has access to the emergency notification system and will activate it in an emergency or continuity incident. Emergency notifications will follow policies set forth by the Higher Education Opportunity Act of 2008, which includes the parameters of the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act).

## C. Public Communication

In an emergency, LRCC will endeavor to keep employees, the Chancellors Office, CCSNH Colleges, and other pertinent stakeholders informed by issuing regular public information messages through various means, including local media outlets. Public information and outreach activities undertaken in an emergency are detailed in the LRCC Crisis Communications Plan. LRCC Public Relations (LRCC Marketing Public Relations Manager) and CCSNH Chancellors Communications serve as the lead for coordinating public information during an emergency and will provide a representative to serve as the Public Information Officer (PIO) in the EOC during an emergency, if activated.

## Finance and Administration

## A. Finance

The Finance and Administration Section of the LRCC EOC will be responsible for accounting for expenditures made during any activation, whether for an emergency and/or a continuity incident. LRCC's CFO is ultimately responsible for aggregating the overall costs incurred during an emergency that requires a substantial LRCC response effort. This financial information will be made available to support reimbursement efforts, disbursement efforts, general accounting, and insurance claims, and will inform future emergency budgeting.

**System-wide Risk Management** is responsible for insurance coverage of LRCC. Insurance considerations may influence disaster preparedness, mitigation, response, and recovery efforts, and should be included in documentation for the emergency.

## B. Administration

In order to create a record of emergency response activities to improve procedures and develop mitigation strategies, **the EOC team will specifically designate a position to document the actions taken during the response to and recovery from an emergency**, as well as throughout continuity of operations. Documentation should include the collection of incident action plans and the recording of internal and external entities involved, resources expended, financial means utilized for emergency response and recovery, situational status reports, continuity action plans, etc. This information, when combined with the post-incident assessment/after action report, will form the official incident record.

## IV.     Logistics

The Logistics Section in the LRCC EOC will obtain, manage, distribute, and demobilize resources as appropriate to the response and as needed to complete essential functions (in coordination with LRCC EOC Management Section and other EOC Sections as appropriate). Supplies and equipment will be provided from current inventories, mutual aid requests, commercial sources, or other appropriate sources. Outside resources will be obtained through normal LRCC procurement procedures when possible. All resources used for emergency response and continuity efforts will be tracked and documented according to documentation procedures established by the EOC team and outlined in EOC team position checklists.

## V.     Emergency Management Plan Development and Maintenance

### A. Plan Development

Development of this Emergency Management Plan **was** a participatory process, with involvement obtained from stakeholders across LRCC. LRCC President facilitated the Emergency Management Plan development process, in coordination with the Campus Safety & Emergency Management department and the LRCC Safety committee. Individuals and departments provided input into the plan and were asked to review areas of the document where they had identified roles and responsibilities. This Emergency Management Plan incorporates information from previous versions of the plan and supersedes those documents.

System-wide Risk Management supports the development and maintenance of this Emergency Management Plan to ensure it contains current information regarding essential functions, critical systems, equipment, and vital records. The plan is kept current with facility, continuity communications, succession, and delegation.

The Emergency Management Plan adheres to federal standards, including NIMS and ICS, and contributes to LRCC's commitment to remaining NIMS and ICS compliant. This Plan also conforms to emergency management and continuity of operations best practices, references, and standards as appropriate (as described in Section IX. Authorities and References).

**B. Plan Maintenance**

The Campus Safety Coordinator & Emergency Management (DCSEM) will conduct annual training and/or exercises covering roles and responsibilities detailed in this Emergency Management Plan and associated appendices. The process will be part of a multi-year training and exercise approach and consistent with the Homeland Security Exercise and Evaluation Program; **https://www.fema.gov/media-library-data/20130726-1914-25045-8890/hseep_apr13_.pdf** . Exercise records will be maintained by the DCSEM**.**

The Emergency Management Plan is designed to be continually adapted and revised as needed to reflect current LRCC operations and structure. Following any exercises or implementations of the Emergency Management Plan, after-action reports, improvement plans, and/or corrective action plans will be developed, as applicable, to indicate changes and enhancements necessary to improve the plan. Additionally, departments with responsibilities assigned in the Emergency Management Plan should regularly review the plan along with associated annexes and submit changes on respective portions as needed. The DCSEM and other staff will work with appropriate stakeholders to incorporate modifications into the Emergency Management Plan. Alterations to the document will be noted on the Record of Changes.

The DCSEM or designee is authorized to make minor edits to the document as needed and will review the Emergency Management Plan at least annually. Generally, major updates to the plan will occur on an approximate five-year timeframe resulting in a newly revised document that will be provided to the Policy Group for approval.

**C. Plan Distribution**

The current version of the plan and associated appendices will be maintained by the DCSEM and posted on LRCC's web portal so that employees can access and review the Plan. LRCC's departments should reference the intranet at for the latest version, referencing the Record of Changes page.

**D. Training and Exercises**

LRCC will conduct training and tabletop exercises to include the Policy Group, Emergency Operations Center Staff, other administrators, departments, and external partners as needed to exercise and validate the Emergency Operations Plan and related plans (Crisis Communications Plan, etc.). All exercises will include after action reports to document lessons learned.

LRCC may also conduct additional exercises, to include drills, functional exercises, tabletop exercises, and full-scale exercises, as deemed necessary and consistent with a Homeland Security Exercise and Evaluation Program Multi-Year Training and Exercise Plan. The Multi-Year Training and Exercise Plan should also include regularly scheduled drills, such as basic building evacuations (fire alarm), emergency notification tests, and shelter-in-place drills, which are conducted at least annually and as needed.

LRCC may also participate in any exercises conducted by external partners, such as the city or town of Laconia, Gilford, Belmont, and Loudon to include community-wide drills and exercises. LRCC will also invite external partners to LRCC-specific drills and exercises for participation, observation, or evaluation.

Individual departments and other LRCC entities tasked with responsibilities under this Emergency Management Plan are responsible for training pertinent personnel and maintaining appropriate preparedness to adequately respond during an emergency.

The President's delegated staff member will track the implementation of any changes in procedures, resources, training, etc., as documented in the resulting improvement plans and after-action reports developed after these drills and exercises. The Campus Safety Coordinator & Emergency Management will keep and maintain all records of emergency management training taken by LRCC personnel.

**E. Testing Equipment**

Testing of equipment and systems should be an ongoing effort, and ideally the equipment being used during an emergency will be the same as what is used daily (with some exceptions i.e., satellite phones). This includes a test of vital records backup procedures, continuity communications protocols, and employee alert and notification systems. Such testing procedures can take place consecutively with LRCC facility safety testing schedules.

Equipment at pre-identified alternate sites will likewise need to be tested, which can be completed by LRCC staff, or by the personnel already working at alternate locations.

# VI. Authorities and References

## A. Authorities

Primary authority for this Emergency Management Plan is derived from approval of the document by the LRCC President.

This Emergency Management Plan uses the foundation provided by the Homeland Security Presidential Directive (HSPD)-5, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to describe a comprehensive, all-hazards approach to emergency management at the LRCC. This Emergency Management Plan also adheres to Public Law 106-390, the Disaster Mitigation Act of 2000, 42 U.S.C. 5121 et seq., and Homeland Security Presidential Policy Directive (HSPD)-8: National Preparedness.

This Emergency Management Plan also adheres to the National Preparedness Goal, which emphasizes preparedness as an overarching mission that guides the entire emergency management program by identifying five mission areas: prevention, protection, mitigation, response, and recovery.

LRCC also considers and complies with additional federal legislation that applies to higher education institutions, including the following:
- Higher Education Opportunity Act of 2008 (includes requirements covered by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act [Clery Act])
- Family Education Rights and Privacy Act (FERPA)
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)

LRCC complies with the Americans with Disabilities Act (ADA), as described in Section II – Concept of Operations.

Additional authority is contained in the following New Hampshire legislation:
- RSA chapter 188-F
- NH Homeland Security and Emergency Management (HSEM)

The Plan can be used in conjunction with other emergency operation plans including local, regional, and state plans and complies with county and state authorities pertaining to emergency management, operations, and response

## B. References

LRCC created this Emergency Management Plan as a commitment to maintain a safe, secure, and disaster resistant and resilient place of employment. In using this document, LRCC employed emergency planning

guidance, best practices, and regulations at the local, state, and federal levels as well as higher education-specific sources. The following documents and sources were referenced during the planning process:

1. Local
   - City of Laconia, Gilford, Belmont, Loudon Emergency Operations Plan - NIMS
   - City of Laconia, Gilford, Belmont, Loudon Natural Hazards Mitigation Plan - FEMA
   - City of Laconia, Gilford, Belmont, Loudon Multi-Hazard Mitigation Plan - FEMA
   - County of Belknap and Merrimack County Emergency Response Plan - NIMS

2. State
   - New Hampshire Emergency Operations Plan - HSEM

3. Federal
   - Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101 Version 2
   - National Incident Management System (NIMS), U.S. Department of Homeland Security
   - Guidance Circular 2, Federal Emergency Management Agency, July 22, 2010.
   - Continuity Guidance Circular 1, Federal Emergency Management Agency, January 21, 2009.
   - FEMA's National Response Framework, 2008
   - NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity/Continuity of Operations Programs, 2016 Edition.

4. Higher Education
   - FEMA's Guide for Developing High-Quality Emergency Operations Plan for Institutions of Higher Education (U.S. Department of Education, U.S. Department of Health and Human Services, U.S. Department of Homeland Security, U.S. Department of Justice, Federal Bureau of Investigation, Federal Emergency Management Agency)
   - FEMA 443 Building a Disaster-Resistant University.

**Section 2 - Continuity of Operations (COOP)**

This EMP covers emergency management actions as well as continuity actions taken in an emergency. Most emergencies will necessitate that LRCC perform both emergency management and continuity actions, all of which will be coordinated through the LRCC's EOC. Incidents requiring continuity are those that cause significant business disruptions that impact the LRCC's facility, grounds, staff members, and IT infrastructure and services. This Emergency Management Plan covers both emergency operations and continuity operations as integrated activities.

This portion of the Emergency Management Plan establishes the basis by which LRCC will prepare, organize, and respond to a business disruption/continuity incident. It includes all essential elements for:

- Performing mission essential functions.
- Operating from an alternate facility or using telecommuting strategies.
- Activating personnel with requisite authority and knowledge to perform essential functions.

## VII. Continuity Threat Assessment

The three primary disaster scenarios that could necessitate continuity actions include:

### A. Information Technology Interruption

LRCC depends heavily upon its IT Services (ITS) departments and units in the provision of its essential functions. ITS has its own disaster recovery plan to support its operational resilience that outlines the essential functions that guide the restoration priorities for the ITS systems (See the CCSNH ITS Department COOP Plan). The CCSNH ITS Department COOP Plan also provides staff with strategies to support completion of functions during IT outages.

### B. Localized Disruption and Building Loss

LRCC could lose access to or use of its facility, such as in the event of a building fire, localized loss of power, or road/bridge/infrastructure outage in the Laconia, Gilford, Belmont, Loudon city/town area. In this situation, there would not be a significant loss of staff availability, but staff would not have access to facility space, equipment, paper records, or computers located in the office building. In such a situation, this EMP and individual Department COOP Plans provides strategies to maintain essential functions and procedures for assigning essential functions to alternate facilities within or near Laconia, Gilford, Belmont, Loudon city/town area, and/or to staff members working under telecommuting conditions. (NHTI)

### C.  Regional Disaster

The State of New Hampshire, cities, counties, and towns are primarily subject to heavy wind, rain, and snowstorms, blizzards, hurricanes, and floods because of weather-based extremes. A regional disaster could cause a massive staff  shortage, whether by natural disaster or public health emergency. This EMP provides for out-of-region strategies that rely heavily on the support of other CCSNH Colleges and alternate facilities to complete essential functions. The availability of CCSNH Colleges and CCSNH professionals throughout  the state greatly supports continuity planning and implementation for LRCC, as well as CCSNH's Chancellors Office.

In the event of a natural disaster, or a state of emergency declared by the President of LRCC, the College will endeavor to take necessary health and safety measures as required to protect LRCC employees. As appropriate, LRCC and the CCSNH Chancellors Office will work with designated bargaining unit representatives to review any measures taken in preparation for and during a natural disaster, or a state of emergency.

When implemented, this EMP and the individual Department COOP Plans provide for the continued performance of the College's critical operations and essential functions under all circumstances and for all hazards.

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## VIII.    Essential COOP Components

### A.  Essential Functions

Continuity strategies have been developed to support the completion of essential functions that must be maintained with limited or no disruption in the event of an emergency. These include activities that enable LRCC to:

- Maintain the safety and well-being of LRCC employees, as well as the students and visitors to LRCC.
- Provide vital services to LRCC.
- Sustain academic services and the economic base in an emergency as required of a public higher education entity of the State of New Hampshire.

The restoration of LRCC's essential functions is categorized by priority levels using time periods as follows:

| Essential Functions Prioritization | | |
|---|---|---|
| **Category** | **Level** | **Outage Time Allowable** |
| Emergency response | A | 0-4 hours |
| High impact to health and safety | B | 4-24 hours |
| High Impact to Programs and Operations | C | 24-72 hours |
| Moderate Impact to Health, Safety, or Operations | D | 72 hours – 30 days |
| Low Impact, Easily Deferrable | E | 30+ days |

All essential functions listed in this Plan were developed by LRCC staff members, and CCSNH System-wide Risk Management. Detailed information on the essential functions and the resources needed for implementation are found in the individual Department COOP Plans.

### B.  Succession of Leadership and Delegations of Authority

Delegations of Authority details for each department are also identified in the Department COOP Plans. Delegated authority provides successors with information regarding the extent of their authority. As such, written succession and delegation of authority are important vital records.

## C. Vital Records and Databases

LRCC maintains storage of critical documents and vital records on its servers. With a few exceptions, there are few vital records that are hard copy only. All computers (laptop or desktop) that are saving files to servers are automatically backed up on the servers daily to maintain vital records. ITS maintains offsite redundant copies of these files. This process is recorded in the ITS Business Continuity Plan. Specific vital records and databases for each department are recorded in the Department COOP Plans.

## F. Devolution

Devolution is the capability to transfer authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period, when the primary facility is not serviceable.
If LRCC is so severely impacted by a major disaster that devolution is necessary, then authority and responsibility can be transferred to other employees and facilities able to sustain operations.  LRCC President and CCSNH's Chancellor will  establish an alternate site for operations at one of the CCSNH Colleges, as available and  approved by the Board of Trustees.

Critical personnel will implement essential functions from this devolution site, in  combination with having staff members work at various other CCSNH Colleges, leased space,  and remote work locations.

Personnel assigned to the devolution site will form an emergency organization like the  EOC organization described in this plan and will use the prioritization order of essential  functions to guide their continuity activities.

## G. Reconstitution

Reconstitution is the process of returning the LRCC to normal operations following devolution. It begins when the President and the Policy Group determines the emergency has ended, and the original (or new) facility is ready to be occupied. The team will develop a case-specific relocation plan and the Board of Trustees will reconstitute the authorities of the executives.

Key elements to consider in the reconstitution phase are:
- Designating a reconstitution team to manage the steps to reconstitution.
- Effectively communicating the incident-specific reconstitution plan to staff members, CCSNH Chancellors Office, and the public.
- Capital Planning, Facilities, ITS, Business & Finance, Student Affairs, Academic Affairs, Risk Management, and other services confirming readiness of services as they come back online.
- Human Resources recalling personnel to support the implementation of priority essential functions that will be brought back online at the new site.
- Cleaning up, resupplying, and deactivating the devolution site.

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## IX.    COOP Implementation and Coordination

### A.  Implementation of Continuity Procedures

The Emergency Operations Center Staff will devise an incident-specific plan as to how business functions will continue given the specifics and magnitude of the emergency.  This incident-specific action plan must be built with input from all key representatives from the EOC and  Policy Group. This plan should focus on the restoration of business services based on essential functions outlined in the Department COOP Plans.

- All **Level A**  priority functions should be put into place immediately upon notification of the emergency and activation of the EOC.
- While Level A essential functions are being supported, the EOC Staff will establish the  process to implement Level B functions. This may include developing any specific  relocation strategies, moving vital records, establishing IT service workarounds,  rescheduling personnel, etc.
- **Level C** functions must be considered promptly; while they can wait a few days to a  week, many need multiple days of resource coordination before they can be  implemented.
- **Level D** and E functions are automatically delayed until after Level A, B, and C  functions are completed.

The key to the EOC team's success in managing the continuity of LRCC's business functions is  to have written and frequent situation status updates, an understanding of responsibilities for   the various implementation processes, and clarity on the final objectives for each day. The  Policy Group should provide the direction to all team members, even if it is to stand-down  or remain on standby.

### B.  Workaround Procedures

In some cases, essential functions cannot be completed within the designated recovery time objective. In these cases, there are often "workaround procedures" that allow the function to be completed in an alternate fashion that, while not perfect, will reduce the negative consequences of forgoing the function altogether. When workaround procedures are employed, there is typically a need to reconcile the effort later.

Workaround procedures for the LRCC's Divisions are provided as part of their Department COOP Plans.

### C.  Loss of Staff

LRCC personnel could be impacted by a public health emergency or other  situation that causes a staff shortage. In such a case, the EOC team will activate to develop  strategies to complete essential functions, especially considering potential long-term impacts   from staff reductions. The priority will be put on ensuring successions and delegations of   authorities are in place so that critical positions remain in place to implement essential  functions, make key decisions, sign documents (e.g., checks and contracts), and complete the business of LRCC.

If the staff loss is due a public health emergency, the EOC team should remain cognizant of the following issues and the suggested mitigation steps:

- Ensure succession plans are in place. LRCC executives and senior managers may become ill, leaving a leadership gap.
- Ensure staff members focus on priority functions only. Employees may have to take on additional work as their coworkers become ill or remain home to take care of sick relatives.
- Prepare long-term equipment needs plans. It may take longer to obtain office supplies and services as vendor personnel become ill or travel restrictions are put in place.

To reduce the impact of a disease outbreak, the EOC team, and as advised by the Executive Policy Group, may choose to enact social distancing measures that include:

- Remote work
- Shift work
- Working at multiple locations to reduce the number of personnel at any one facility

Local infrastructure is typically impacted during a public health emergency as well, as staff shortages make management, maintenance, and oversight of power, water, and wastewater systems more tenuous and difficult. The accessibility of the LRCC campus, therefore, may also be limited during a public health emergency.

## D. Loss of Facility

LRCC campus may be lost due to a building-specific incident (e.g., fire), a localized incident (e.g., power outage or other supporting infrastructure outage), or a regional disaster (i.e., ice storm). In all cases, the focus must remain on the continuation of essential functions according to their priorities. The EOC team will activate to support relocation efforts and/or Remote work implementation strategies. Ideally, the EOC team will work at an alternate facility, but may need to communicate virtually if the disaster situation requires it.

# ANNEXES

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**ANNEX A** -

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# INCIDENT RESPONSE GUIDELINES

## Vehicle Accidents (Personal Vehicles and College Vehicles)

On-Campus:
Any vehicle accident that occurs on campus, including in parking lots, should be reported to Campus Safety or the One Stop Front Desk. If required, Campus Safety or the One Stop Front Desk will report the accident to local authorities (Laconia Police Department) by calling 911 if a report has not already been made.

Those involved in an accident and/or are witnesses are requested to:
1. If immediate danger, damage and/or injury is involved, call 911. Laconia Police 524-5257
2. Report the accident to Campus Safety, the One Stop Front Desk, and your supervisor as soon as is safe to do so.
3. While waiting for local authorities Laconia Police/Campus Safety/One Stop Front Desk/Supervisor, render immediate first aid, if qualified, and/or determine the status of those involved in the accident. Do not attempt to move injured persons unless a life-threatening condition exists.
4. Remain at the scene until local authorities Laconia Police/ Campus Safety/Supervisor arrives and advise involved parties to also remain. If someone insists on leaving before local authorities/Campus Safety or the One Stop Desk arrives, do not attempt to stop them. However, take note of the appearance of the vehicle and person and record the license plate number.
5. Defer to Campus Safety, your supervisor, the One Stop Desk and/or local authorities upon their arrival. Turn over any names of witnesses and/or other information to them as requested. Keep a copy of the information for yourself so that you can complete the Incident report containing all required information.

The Vehicle Accident Report Form will include the following information (attachment J):
1. Date and time of accident.
2. Location of accident
3. The possibility of injury.
4. Number of vehicles involved and vehicle descriptions.
5. Name, address and license number of the other driver(s), and names of occupants of the vehicles (or a description of same (sex, age, etc.).

Off-Campus:
1. Move vehicle to the side of the road if drivable.
2. Call 911 immediately. Have a driver's license, registration, and insurance info ready to give to police.
3. Help the injured by making them comfortable and providing emergency first aid. Call for medical help Laconia Police 524-5257 and provide requested information.
4. Report the accident to your supervisor as soon as possible. If you have been injured, notify your supervisor.
5. Contact Campus Safety (603-366-5280) and/or the Facilities President (603-366-5215)
6. Do not discuss blame or fault. Discuss the accident only with the police.
7. Collect names, insurance, and other driver's license number. If there are witnesses, collect names and

contact information and give the information to the police and your supervisor

8. Do not sign any documents except as requested by law enforcement.
9. If driving a college vehicle, complete the blank Accident Report Information form in the binder of the vehicle.
10. If the vehicle is unsafe to operate, contact Stanford Towing (603-707-9308) to arrange for towing.
11. Complete Incident Report as soon as practicable. Incident reporting can be found online at **https://www.lakesregion.edu/about/campus-safety/**

## Workplace/Student Accidents on Campus

For serious injuries, call emergency services at 911, then call the Campus Safety and/or the One Stop Desk to report the accident. You will need to complete an incident report about the accident. Incident Reports are available online at: **https://www.lakesregion.edu/about/campus-safety/**
Forms will include the following information:

1. Location of accident.
2. Nature of the accident.
3. Names of person/s involved.
4. Name(s) of any injured persons.
5. Names of any witnesses.
6. Date, time, and nature of injury.

Those involved in an accident and/or are witnesses are requested to:

1. Check the scene to make sure it is safe to respond.
2. If the cause of the accident still poses a danger to others, alert Campus Safety 603-366-5280 and/or the One Stop Front Desk 603-366-5258 and your supervisor and aid if you are requested to and capable of rendering to eliminate the danger.
3. While waiting for the arrival of Campus Safety or a College representative, render immediate first aid if qualified, and/or determine the status of the person(s) involved in the workplace accident. Do not attempt to move the injured person unless a life-threatening condition exists.
4. Remain at the scene until Campus Safety, One Stop Front Desk personnel, and/or your supervisor, arrives and advise anyone involved to also remain. If someone insists on leaving before Campus Safety or the One Stop Front Desk arrives, do not attempt to stop them. However, provide the name and/or description of such person(s) to Campus Safety or the One Stop Front Desk upon their arrival.
5. Defer to Campus Safety or the One Stop Front Desk and/or local authorities upon their arrival. Turn over any names of witnesses and/or other information to them as requested.
6. If the accident involves injury to a Lakes Region Community College employee, notify Human Resources Department 366-5230 as soon as possible. Human Resources will handle workers' compensation where applicable and/or advise the injured party where to seek medical assistance. Human Resources will coordinate the investigation of the accident and identify and implement corrective measures identified during the investigation.
7. If the accident involves injury to a student or visitor, notify Campus Safety or the One Stop Front Desk.
8. Campus Safety or the One Stop Front Desk will notify A member of the senior management team of the occurrence of the accident as soon as possible.
9. When appropriate as indicated by the accident investigation, the College will take steps to eliminate the causes of the accident/injury wherever possible.
10. Any contact with the media is the responsibility of the Public Information Officer or their designee

## Disruptive Activities

Most campus demonstrations, whether marches, meetings, picketing or rallies, are peaceful and non-obtrusive. However, if they are not, or if disruptive activities in the community involve the campus, the following procedures shall be followed.

**Disruptive behavior** is inappropriate behavior that interferes with the functioning and flow of the workplace. It hinders or prevents faculty and staff members from carrying out their professional responsibilities. It is important that faculty, managers, and supervisors address disruptive behavior promptly. If left unaddressed, disruptive behavior typically continues to escalate, resulting in negative consequences for the individual as well as others. Examples include yelling, using profanity, waving arms or fists, verbally abusing others, and refusing reasonable requests for identification. It can also include refusal to leave private property when directed by appropriate College representatives, and blocking ingress and egress to the campus by vehicles and pedestrians

**Threatening behavior** includes physical actions short of actual contact/injury (e.g., moving closer aggressively), general oral or written threats to people or property ("You better watch your back" or "I'll get you") as well as implicit threats ("You'll be sorry" or "This isn't over").

**Violent Behavior** includes any physical assault, with or without weapons; behavior that a reasonable person would interpret as being potentially violent (e.g., throwing things, pounding on a desk or door, or destroying property), or specific threats to inflict physical harm (e.g., a threat to shoot a named individual).

1. Lakes Region Community College officials or personnel who learn of a planned demonstration, or of one in process, must immediately report it to the Campus Safety & Emergency Management department and the Office of the President.
2. The Campus Safety & Emergency Management department or designee will contact Laconia Police the City in which the campus/center resides in to determine if the appropriate applications for permits to hold a demonstration on public property adjacent to the campus/center have been filed.
3. Demonstrators who disrupt or disturb Lakes Region Community College activities will asked by Campus Safety or designee, or a college representative, to disperse by a specified time.
4. If the demonstrators do not disperse by the specified time, Campus Safety Coordinator & Emergency Management, or designee, will consult with Office of the President as well as local authorities (Laconia Police) to determine if intervention is necessary. Consideration for the safety of all the stakeholders at the College is paramount in this decision.
5. The College may request assistance from local (Laconia Police) or state Police authorities to maintain peace or for crowd control.
6. The Campus Safety Coordinator & Emergency Management or designee will coordinate with local authorities Laconia Police in the event an off-campus disturbance interferes with the safety of college personnel and/or students in route to and from college campus or Academic Centers.
7. The President or designee will be responsible for communicating relevant information about any demonstration to the media and the College community.

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## Fire Safety Plan/Procedures

The person who discovers the fire will first call 911 giving the location of the fire, the situation, extent of the fire, and his/her name. The person discovering and/or reporting the fire will next report the fire to Campus Safety or the One Stop Front Desk. Once becoming aware of the fire, Campus Safety or the One Stop FrontDesk will report the fire to the Plant Maintenance Engineer (PME) who will notify the President and required employees.

### Periodic Fire Drills

Evacuation drills will be held periodically at the discretion of LRCC Campus Safety. Drills will follow the Annual Security and Fire Safety requirements. Response and evacuation procedures will be reviewed annually. (Monthly fire drills on campus and at student apartments are performed)

### Emergency Action

In case of a fire, alarms will be sounded by a continuous blast of the bell system in each building.
Personnel will evacuate the classrooms and office areas. An evacuation plan will be posted in each classroom. In such an event, the faculty and administrative personnel are expected to provide calm leadership in evacuating each building in an orderly manner, then proceeding to the designated assembly area. Areas to go to are in each classroom posted on wall by entry exit door

If the fire is smaller than the size of a wastebasket fire, available portable wall-mounted fire extinguishers will be utilized by <u>trained personnel</u> to contain the spread of a fire until the arrival of professional fire fighters. Fires greater than wastebasket size should not attempt to be brought under control by handheld fire extinguishers All first responders are trained and have been certified.

Campus Safety and/or Maintenance will ensure that personnel that are not actively engaged in the firefighting effort are kept away from the scene. Campus Safety and Maintenance will arrange for adequate shelter areas to place injured personnel and/or students for observation, and to await medical attention.

Once on the scene, the Fire Chief has control of the facility, and no one is allowed to re-enter without the consent of the local agency. This is to ensure public safety and so as not to hinder the investigation such as arson and fire cause. (Laconia or Belmont Fire Departments)

## First Aid On-Campus

The College is not equipped to provide comprehensive medical services on campus. However, individuals who have minor injuries and need bandages and antiseptic may find first aid supplies stored at designated locations listed.

Campus Safety Officers are to maintain First Aid Kits and Automated External Defibrillators (AED's) safety officers perform monthly checks and restocking, as required. There are currently 7 A.E.D'S on campus Grounds.

### Recommended Emergency Procedures

The procedures listed below are to be followed in all emergency cases (or possible emergency cases) involving accident or illness:

1. Keep the injured/ill person quiet and calm. Do not move them unless allowing them to remain stationary would place them in further danger.
2. Go to the nearest phone and call the 911; be prepared to give the following information:
   a) Exact location of the victim (Address, Floor, Room #, etc.)
   b) Nature and apparent severity of the injury or illness
3. Call Campus Safety 366-5280 and/or the One Stop Front Desk 366-
4. Never administer assistance beyond the level of your training
5. Never give medical advice unless you are trained to do so

Employees and work-study students are required to file an Employee Injury/Accident Report Form with the Lakes Region Community College Human Resource Office 366-5230 immediately after an accident in their area. Only one report is required (either complete by the person involved or a witness to the incident). Note that other witnesses may also complete incident report and those secondary reports will be attached to the original incident report. Students who are involved in accidents are required to contact Campus Safety, who will complete an internal incident report. Incident Reports are available online at the LRCC website: https://www.lakesregion.edu/about/campus-safety/

## Power Outages

A power outage can occur for a variety of reasons. When a power outage occurs however, it is important that the response to the emergency maximize protection of employees and students while protecting property

### Personal Response

1. Immediately notify Campus Safety (603-366-5280) and/or One Stop Front Desk by cell phone or in person.
2. While it is important to report the outage, do not call Campus Safety or the One Stop Front Desk to ask how the power outage occurred or when power will be restored.  For extended outages, information regarding alternate plans for classes or other contingency plans will be announced.
3. For those in a building and have sufficient light to continue working safely, you may do so. If you don't have sufficient light to continue working safely or if you are instructed by Campus Safety or the One Stop Front Desk, move to an exit with natural light or to an outside location, weather permitting.
4. For those in a shop or a lab, turn off gas burners or unplug equipment which, if unattended when power is suddenly restored, might pose a danger or a fire hazard.
5. When leaving work area or site, take essential personal possessions and lock offices and/or classrooms/labs.
6. Assist those requiring help. Elevators should not be used during a power emergency. If someone is in an elevator during a power outage, follow instructions posted in the cabin of the elevator. It is important to remain calm until someone can respond to provide assistance.
7. Emergency lighting has battery backup and will generally provide only enough illumination to exit the immediate area. If the lighting is not sufficient, everyone should wait for an escort.
8. Instructors should have students assemble at a designation location with their classes to account for everyone.  Stay in your designated area for further instructions.

### 2.  Organizational Response

1. Once Campus Safety or the One Stop Front Desk is notified of a power outage, the Facilities Director and the President will be notified as required, in this order.
2. If the source of the outage cannot be identified; or if repairing the power outage is beyond the scope and authority of the College's facilities Department to repair it in a timely manner, the Facilities Director shall notify the utility company Eversource or the appropriate contractor.
3. Campus Safety and/or the Facilities director, will survey the facility to determine the extent of the outage and if possible, to identify the source of the failure. Power outages can encompass the entire campus, a single building, or an area within a building.
4. Repairs will be made by the Facilities Department if it has the equipment and expertise to make the repair in a timely manner.
5. The Facilities Director and/or facilities Dept. shall serve as the College's liaison to the utility company or the appropriate contractor. the Facilities Director will inform the President of the situation.
6. Except in emergencies or situations requiring evacuation, only the, VPASA and President or designee shall have the authority to cancel classes or adjust the times at which they end or resume. The President and/or designee will communicate these decisions to the faculty and employees, the media, and the community at large.

## Psychological Crisis

A psychological crisis occurring on campus can manifest itself in several ways, such as threats against others, threats against oneself, emotional breakdowns, excessive alcohol use, or drug abuse. While a few potential examples of psychological crises are addressed elsewhere in this plan (including the Workplace Violence plan and the Bomb Threat plan), it is important to remember that witnesses to these types of events are not to attempt to serve as a crisis counselor. Rather, it is their responsibility to notify the proper authorities at the College so that appropriate professionals can be identified to address the situation as quickly as possible.

Any student, faculty, or staff who (a) states an intent or desire to harm himself/herself or another, (b) attempts to harm himself/herself or another, (c) harms himself/herself or another, or (d) exhibits behavior that indicates the student could be a danger or risk to himself/herself or another may not participate in academic programs or participate in other activities. the LRCC CARES team (Behavioral Intervention Team) may deem to be harmful to the student or others until cleared to do so by the VPASA or designee in accordance with the clearance procedure set forth below. Lakes Region Community College activities may include College work study programs on or off campus. The College reserves the right to determine what actions might be deemed as harmful to the student or another.

The essential steps for dealing with psychological crisis on a campus/center shall include:

1. If a student needs immediate medical treatment, 911 should be notified immediately.
2. If a student, faculty, staff or individual is observed (a) stating an intent or desire to harm himself/herself or another, or (b) attempting to harm himself/herself or another, (c) in the process of harming himself/herself or another, or (d) exhibits behavior that indicates the individual could be a danger or risk to himself/herself or another the person observing such behavior should report what was observed to Campus Safety 603-366-5280 or the One Stop Front Desk immediately.
3. Campus Safety or One Stop Front Desk will notify a CARES Team member 603-366-5261 for response to the scene.
4. Notify the Vice President of Student and Academic Affairs at the earliest possible time, preferably as soon as the crisis begins. The person reporting the psychological incident must provide a description of the behavior being manifested and details about location of the crisis. If possible, try to isolate the person in crisis away from others.
5. VPASA will notify other College officials as required.
6. Resolving psychological crises may require that the individual be taken into protective custody at the discretion of local authorities.
7. Maintain confidential written records of referrals

## Gas Leaks and Chemical Spills

In case general evacuation becomes necessary because of a gas leak or chemical spill from incidents such as industrial or transportation accidents; or other unforeseeable sources, the following plan will be observed:

1. Notify Campus Safety, One Stop Front Desk or plant manager immediately using an outside line if a gas leak and/or a chemical spill is observed, detected, or suspected. One Stop Front Desk will notify Campus Safety and/or Facilities if they are called. Campus Safety and/or the Facilities Department will determine if it is necessary to call 911 to activate emergency response services.
2. If the odor of gas is detected, notify Campus Safety, the One Stop Front Desk or plant manager and the Facilities President as described above and inform everyone in the area/building by shouting "Gas Leak."  Immediately leave the area and advise everyone within contact to do the same. If the One Stop Front desk is unattended, call 911, then the plant manager at 603-355-5222
3. Campus Safety and/or Facilities will investigate and if warranted, will sound the evacuation alarm by voice only if it is deemed necessary and appropriate. The Facilities Director or designee will instruct department personnel to turn off air handler units and disconnect electrical service and other utilities as deemed necessary and appropriate.
4. Evacuation must be completed as quickly as possible and must be at least 100 yards from the location of the suspected leak.  **When exiting from buildings, do not turn on/off any light or electrical switches; do not activate the fire alarm; and use the stairs instead of the elevators. Leave the door to the room and/or building open so that the gas can more easily disperse.**
5. Campus Safety and/or Facilities personnel on the scene will be responsible for making sure that no one enters the building(s) or room(s) until authorized to do so.
6. Campus Safety and/or Facilities Director will investigate the reported leak and either repair it or call the appropriate utility or contractor to repair the leak.
7. If local emergency services have responded to the notice of a gas leak, campus personnel will defer any action until approved to do so by the local emergency coordinator. Once approved to do so, campus personnel from Facilities Department will perform repairs or notify appropriate contractors
8. The President or PIO will be responsible for any communications with the media.
9. **Determine your Hazardous waste that could become an event, anything that could potentially become a hazardous waste in event and what's your plan for both should an event happen.**
10. **Emergency/Remedial action. Immediately, not to exceed one (1) hour report any discharge of hazardous waste that is a threat to human health or the environment.**
11. **Local Emergency officials: Department of Environmental Services 603-271-3899 M-F 8am-4pm   603-223-4381 State Police After Hours.**

## Violence Prevention

Lake Region Community College has a ZERO tolerance policy on physical or non-physical acts of violence on Lakes Region Community College property, at college sponsored events or by an employee, while acting in an official capacity. Acts of violence will be immediately reviewed to determine whether further investigation is necessary.

If the circumstances **Do Not** indicate imminent danger to persons or damage to property:

1. The employee should document the circumstances associated with the event by completing an Incident Report https://www.lakesregion.edu/about/campus-safety/
2. Contact Human Resources to report incidences involving employees and contact the Vice President of Student and Academic Affairs for incidences that involve students.
3. Human Resources staff will work with the appropriate supervisor(s) to promptly develop and implement a plan of action.
4. Human Resources staff will promptly initiate appropriate corrective/disciplinary action based upon the individual/s degree of involvement, to include possible counseling referrals through the Emergency Counselor to appropriate Community Assistance Organization (see MOUs per campus location). Appropriate action may include obtaining written verification from an individual's physician or mental health provider that he or she does not constitute a threat or harm.

In the event of imminent danger or an incident of violence involving injury to persons or damage to property:

1. Call 911 immediately.
2. Notify Campus Safety 603-366-5280 or the One Stop Desk. 603- 366-5258
3. Seek assistance for the persons needing care.
4. The employee should document the circumstances associated with the event by completing an Incident Report.
5. Contact the Human Resources 603-366-5230 to report incidences involving employees and contact the Vice President of Student Affairs for incidences that involve students.
6. Human Resources staff will work with the appropriate supervisor(s) to promptly develop and implement a plan of action.
7. Human Resources staff will promptly initiate appropriate corrective/disciplinary action based upon the individual/s degree of involvement, to include possible counseling referrals through the Emergency Counselor.  Appropriate action may include obtaining written verification from an individual's physician or mental health provider that he or she does not constitute a threat or harm.
8. Campus Safety, Human Resources, or a member of the CARES Team 603-366-5261 will make a notification to the appropriate Community Assistance Organization as per local MOU.
9. Campus Safety, Human Resources, or a member of the CARES Team will make a follow-up contact to the victim to enquire if any other services are required or desired.

## Threats Made Off Campus

There are occasions where threats against an employee and/or student are made "off campus". Employees who are threatened in this manner and are fearful of their personal safety while working are encouraged to report the incident to their immediate supervisor. If the threatened employee is concerned about confidentiality, the threat may be reported to the Human Resources. If the threat is reported, the school will consider the following actions:

1. Employees who are threatened should report the threats to the Campus Safety Department, 603-366-5280 or the Human Resources Officer. 603-366-5230
2. Students who are threatened should report the threats to the VPASA, or the Campus Safety Department
3. Encourage the threatened employee to notify law enforcement. Laconia Police
4. If possible, ensure that the threatened employee is not working alone in a remote area of the facility.
5. Encourage the employee to stagger departure times and receive an escort from Campus safety
6. To the extent possible, maintain the employee's confidentiality.
7. Change normal parking patterns.

**Supervisor Responsibility:** Administrators and Supervisors will be responsible for ongoing compliance with this policy within their work areas. Supervisors are expected to adhere to standard practices in resolving issues of nonconformance (in addressing complaints) and maintaining expected levels of productivity within their respective work groups.

**Law Enforcement and Area Emergency Services:** Lakes Region Community College recognizes the authority and responsibilities of the police department and community emergency services. Accordingly, the College acknowledges that the Police Department and other emergency services will be responsible for managing a workplace violence incident at Lakes Region Community College upon their arrival.

**Campus Safety and the VPASA**: Campus Safety and the VPASA will be trained to administer this policy and will coordinate any responses with the police and emergency services. Campus Safety will provide "first responder" services until arrival of representatives of the Police Department/emergency services at which time Campus Safety will coordinate their response as directed.

## Hostage Crisis

Response Actions. <u>Call 911 immediately and notify Campus Safety 603 366 5280 as soon as possible.</u> Campus Safety will direct emergency responders to the scene. Understand that hostage situations can end in any range of outcomes, from a peaceful surrender to violent extremes and can be extremely volatile. While no written quick response procedure can guarantee a favorable outcome to a hostage situation, the following guidelines may defuse the situation or delay violence until police can arrive:

1. Obey the suspect's commands.  Don't argue, provoke, or fight.
2. Calm the suspect and listen to complaints or demands.
3. Try to show genuine concern for the suspect's well-being.
4. Control associates and keep them calm. Don't agitate the suspect.
5. Encourage suspect to release everyone.
6. Establish rapport.  Use his/her first name.  Encourage use of yours.
7. If you are not a hostage evacuate the area if it is safe to do so
8. If you cannot evacuate, stay where you are, lock the door or fortify the door and turn off all lights and hide.
9. Send a runner to Try to call 911 from a cell phone (or detail others to do so) if safe to do so.

If possible, send a runner to the nearest office to report the situation. Call 9- 911 from the office phone (911 from a cell) and try to relay as much of the following information as possible:

      i. Number, identification (if known) and description of assailant(s).
      ii. Exact location of assailant(s).
      iii. Type of weapon(s).
      iv. Any injuries.
      v. Any demands the assailant has made.
      vi. Any other background information on the assailant(s).
      vii. Past problems with the assailant.
      viii. Assailant's demeanor.
      ix. Possible motives.
      x. Known vendettas against Supervisors/Employees etc.
      xi. Others will become aware of the situation as time passes.

## Rape/Assault

Response Actions. <u>Call 911 immediately and notify Campus Safety 603-366-5280 as soon as possible.</u> Provide details of the incident. Campus Safety Personnel will notify a CARES Team member 603 366 5261 for response. Campus Safety or the One Stop Desk will direct emergency responders to the victim.

1. Obtain first aid kits.
2. Treat only life-threatening injuries.
3. Avoid washing areas where bodily fluids may provide evidence.
4. Move the victim (if possible) to a comfortable setting (private office).
5. Don't leave the victim alone, assign an assistant, and provide emotional support.
6. Gently discourage the victim from washing until being seen by a doctor.
7. Offer the victim care and first aid, but **Do not destroy any evidence. In the case of a rape or sexual assault, unless it is a lifesaving measure, wait until police or EMS arrive and let them provide any necessary first aid and preserve evidence.**
8. Assign someone to meet and guide emergency responders to the victim.
9. Take notes of any information the victim is willing to offer.

## Infectious Disease Exposure

Lakes Region Community college will follow all CCSNH policy's referencing communicable diseases. This includes social Distancing, availability of PPE, and regular cleaning schedules.

In the event a student or staff member exhibits signs and symptoms of a communicable illness the following steps will be taken:

1. Notify emergency services to respond. (Laconia Police and Laconia Fire) Be sure to communicate that there is a suspected infectious disease involved.
2. Keep all staff/students that are in the vicinity where the victim became ill in the same room, if possible, to minimize exposure to the rest of the students/staff/facility until emergency services arrive.
3. Keep all other staff/students away from the room/area of the incident.
4. Record the full names and contact information for all persons in contact with the victim during the incident. LRCC Administration will begin contact tracing upon notification of an incident.
5. Follow all directions given by Emergency Services. Do not return to campus until contacted by LRCC Administration or Human resources and cleared to do so

For more information on CDC recommendations for institutes of higher education please visit:
https://www.cdc.gov/coronavirus/2019-ncov/community/colleges-universities/index.html
.

## Burglary

Response Actions <u>Call 911 immediately in case of emergency and notify Campus Safety 603-366-5280 as soon as possible.</u> Provide details of the incident. Campus Safety or Facilities will direct emergency responders to the scene.

Initial response actions:

1. Write down details of the burglary for review by Police. (Laconia Police Department)
2. Restrict access to the burglary location.  **Wait for Police.**
3. Post a guard at the burglary location.  **Wait for Police.**
4. Consider lock down of facility and communicate with the supervisors.
5. When the Police arrive, provide them with the following:
    a. A location to work from to conduct their investigation.
    b. Assign Campus Safety to be liaison, to stay with and advise Police.
    c. Upon request, provide a detailed map of  the facilities, blueprints of buildings and facility utilities and location of doors, windows, type of locks.
    d. Allow Police full access to facility.

1. Lakes Region Community College property - response actions:

    a. Allow Police full access.
    b. Obtain serial numbers and nomenclature of known stolen property.
    c. Provide Police with a list of all personnel with keys/access to the area.   Provide Police with a list of possible suspects if available.
    d. Assist Police with any additional requests for information.

1.  Personal property - response actions:

    a. Allow Police full access.
    b. Arrange a meeting between the Police and the victim.
    c. Obtain a list of known stolen property from the victim.
    d. Provide Police with a list of all personnel with keys/access to the area.
    e. Provide Police with a list of possible suspects if available.
    f. Assist Police with any additional requests for information.

## Kidnapping

Response Actions. <u>Call 911 immediately and notify Campus Safety 603-366-5280 as soon as</u> <u>possible.</u>  Provide details of the incident. Campus Safety or Facilities will meet with and direct emergency responders to the scene. Be able to provide as much of the following to the Police as possible:

1. Where the victim was last seen.
2. Timeframe the victim was last seen.
3. Persons accompanying the victim when last seen.
4. Description of clothing worn when last seen.
5. Description of suspect and suspect's car.
6. Campus safety will make available any video recordings to responding police officers.

## Bomb Threat

Response Actions. <u>Call 911 immediately and notify Campus Safety 603-366-5280 as soon as possible.</u> Provide details of the incident. When so ordered, evacuate employees and students by Fire alarm individuals will be escorted from alarm locations to designated area's and wait for instructions to move to furthest location away from the threatened area. Campus Safety or Facilities Directors will meet with and direct emergency responders to the scene.

The individual receiving the call will:

a. Use the Bomb Threat Worksheet to record information about the call (Appendix B) Currently in use
b. Keep the caller on the line as long as possible.
c. Alert someone else to call the Police on another line.
d. Alert Lakes Region Community College Campus Safety 603-366-5280
e. Take notes USING Bomb Threat Blue Book, using as many exact words as possible.
f. Write down description of background noise you may here.
g. If you have "caller ID", note any phone numbers.
h. Write down distinctive features of the caller's voice.
i. Sympathize with the caller.  Don't antagonize.
j. Turn off all radios or other distracters (e.g., iPod, cell phones, etc.).
k. Try and find out where the suspected bomb may be.

Other actions to be completed immediately or soon after the call as possible:

a. evacuate employees/students to designated assembly areas using LRCC evacuation plan. Wait for instruction to move to Furthest Parking lot away from threat.  Safety will advise when and if you need to move Location

Police notification:

a. Stay on the phone with Police and answer all their questions.

b. Report who you are and what your phone number is.
c. Report known information about the situation.

When the Police arrive, Campus Safety and Facilities will provide them with the following:

a. A location to setup their command post.
b. Assign liaison to stay with and advise Police. (Campus Safety)
c. Provide a detailed map of the facility. (Plant Manager)
d. Provide detailed blueprints of facility utilities. (Plant Manager)
e. Provide detailed location of doors and windows, and type of locks. (Plant Manager)
f. Allow Police full access to facility. (Campus Safety has swipe cards in place for them)
g. Understand that the police assume command and control upon arrival.

Quick Response Actions - Understand that a Bomb Threat is a real danger. Bombers can and do set off explosions for a myriad of reasons making situations extremely volatile:

a. **Do not search for the bomb. Leave it to professionals.**
b. Tell employees and students to leave all unknown boxes, packages, etc., alone.
c. Note any unusual boxes, packages, etc., relay to Police ASAP.
d. Control employees and students and keep them calm.

## Active Threat/Shots Fired

Response Actions. Call 911 immediately and notify Campus Safety 603-366-5280 as soon as possible. Provide details of the incident. Campus Safety will meet with and direct emergency responders to the scene.

It is important to understand that during the initial response, police officers will bypass victims with the goal of mitigating or ending the threat.

Initial response actions: **RUN, HIDE or FIGHT**.

**RUN**: if you can exit the area running away from the sounds of gunshots to a safe location outside the building. call 911 as soon as it is safe to do so.

**HIDE**: if you cannot run, then hide. Close shades, lock doors, silence cellphones, stay low to the ground away from windows. If you are able and it is safe to do, so call 9- 911 and report your location. Stay on the phone with the dispatcher and follow all directions.

**FIGHT**: If you cannot Run or Hide.

When you call 911 and report an active threat/shot fired:

1. Stay on the phone with the 911 dispatcher.
2. Report who you are and what your phone number is.
3. Report number, identification (if known) and description of assailant(s).
4. Report exact location of shots fired or assailant(s).
5. Report type of weapon(s) and number of shots fired.
6. Report any known injuries.
7. Report any background information on assailant(s)

Lock down the facility and communicate with Supervisors. When the Police arrive, Campus Safety and/or Facilities will provide them with the following:

a. A location to setup their command post.
b. Assign liaison to stay with and advise Police. (Campus Safety)
c. Provide a detailed map of the facility. (Plant Manager)
d. Provide detailed blueprints of facility utilities. (Plant Manager)
e. Provide detailed location of doors and windows, and type of locks. (Plant Manager)
f. Allow Police full access to facility. (Campus Safety has swipe cards ready for them)
g. Understand that the police will assume command and control upon arrival.

# Armed Assailant / Concealed Weapon

Response Actions.  <u>Call 911 immediately and notify Campus Safety 603-366-5280 as soon as possible.</u> Provide details of the incident. Campus Safety will meet with and direct emergency responders to the scene.

Initial response actions, if safe and possible: Exit the area to a safe location and call 911.

1. <u>Do Not</u> contact the individual!!
2. <u>Do Not</u> try and take the weapon!!
3. <u>Do Not</u> attempt to restrain or talk to the assailant!!
4. Stay on the phone with the 911 dispatcher.
5. Report who you are and what your phone number is.
6. Provide an overview of the situation.
7. Provide description of individual.
8. Report exact location of individual.
9. Report type of weapon(s).
10. Report any background information on individual.

When the police arrive, Campus Safety provide them with the following:
    a. A location to setup their command post.
    b. Assign liaison to stay with you and advise Police. (Campus Safety)
    c. Upon request, provide a detailed map of the facility. (Plant Manager)
    d. Upon request, provide detailed blueprints of facility utilities. (Plant Manager)
    e. Upon request, provide location of doors, windows, and types of locks. (Plant Manager
    f. Allow police full access to facility. (Campus Safety has swipe cards ready for them)
    g. Understand that the police assume command and control upon arrival.

## Severe Weather

Severe local storms are the most common widespread hazard faced by Lakes Region Community College. Effects of severe local storms (wind, snow, ice, and hail) can include immobility and loss of utilities. If electrical lines are damaged, other utilities such as telephone systems (cell and land lines), natural gas, water, and sewer systems may become inoperable. Transportation routes may be impassable leaving both employees and students without the ability to get to and from the College.

Lakes Region Community College classes and general business operations will continue unless otherwise notified.

If classes and general business of Lakes Region Community College are suspended during normal operating hours, faculty, staff, and students will be notified through LRCC Alert, website, and social media postings. In the event of telephone or electrical outage, by local radio and television.

Severe weather may reduce the ability of faculty, staff, and students to leave the building they are in on campus. Faculty and staff will be notified through the Inclement Weather procedures whether to release students or to shelter-in-place. (No one will be held against his or her will in a building, classroom or on campus.)

If it becomes necessary to close campus during pre-scheduled operating hours the President, in conference with the VPASA and Facilities Director, will initiate the inclement weather procedures.
Notice of campus closure will also be announced through local radio and television media in addition to RAVE Alerts and postings on the Lakes Region Community College web and social media sites.

# Weather Closures, Cancellations, Delays

Protocol for: Delayed Opening, Cancellation of Classes, or College Closure Due to Weather

The decision to delay opening, cancel classes and / or close due to inclement weather will be made by the President or designeebased on the recommendation from the Facilities Director and Vice President of Academic and Student Affairs.

***When possible, morning closures/delays should be announced by 5:30am, midday closures and evening should be announced 3 hours prior to closing.***

Primary responsibility for execution of the following protocol lies with the Executive team including the President, Vice President of Academic and Student Affairs, Facilities Director, Business Administrative Officer, and the President's Administrative Assistant.  Here is the protocol to follow if weather requires college delayed opening, cancellation of classes or closure:

**Change message on College Phone** - Proposed Script: Today is (day of week), (date); Due to (reason for closure, i.e., inclement weather), the college at LRCC in Laconia is closed today (date again). Currently, we plan to reopen tomorrow morning as scheduled… OR check back this afternoon for information about evening classes OR something like that.
When you change back the message, the standard message on that line is: For information about college closures, visit www.lakesregion.edu.

1. **Website Homepage Alert** – Update website with delay/cancellation/closure on homepage alert. Keep message brief and ensure it reads well on mobile device. www.lakesregion.edu

2. **LRCC Alerts** a RAVE alert will be sent out.

3. **WMUR Channel 9**  http://wmur.reportclosing.com

4. **WPTZ/WNNE VT Channels 5 & 31** http://wptz.reportclosing.com

5. **Locking up the buildings** – DCSEM will place the affected campuses access control system into "Snow Day level 2 clearance required"

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# ANNEX B – BOMB THREAT FORM

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**Telephone Bomb Threat Checklist**

Instructions: Remain calm and be courteous with the caller. Do not interrupt the caller. Pretend you can't hear the caller and try to keep the caller talking. Fill out the form below with as much information as possible.

| | |
|---|---|
| 1. Where is the bomb going to explode? | 5. What will cause the bomb to explode? |
| 2. When is the bomb going to explode? | 6. Did you place the bomb? If so, why? |
| 3. What does the bomb look like? | 7. What is your address? |
| 4. What kind of bomb is it? | 8. What is your name? |

Exact wording of the threat:

_____
_____
_____
_____
_____

| Time of Call: | Date: | Phone Number Call Received from: |
|---|---|---|

Accent:
- ☐ Local
- ☐ Middle East
- ☐ Hispanic
- ☐ African
- ☐ Slavic
- ☐ Southern
- ☐ Northern
- ☐ Midwestern
- ☐ Other: _____

Manner:
- ☐ Calm
- ☐ Rational
- ☐ Coherent
- ☐ Deliberate
- ☐ Righteous
- ☐ Angry
- ☐ Irrational
- ☐ Incoherent
- ☐ Emotional
- ☐ Laughing
- ☐ Other:

Background:
- ☐ Machines
- ☐ Music
- ☐ Office
- ☐ None
- ☐ Traffic
- ☐ Trains
- ☐ Animals
- ☐ Voices
- ☐ Airplanes
- ☐ Other: _____

*Continue to page 2 of the Telephone Bomb Threat Checklist*

| Voice: | Speech: | Language: |
|---|---|---|
| ☐ Loud  ☐ Soft  ☐ Deep ☐ High Pitch  ☐ Pleasant ☐ Raspy  ☐ Other: _____ ☐ Intoxicated | ☐ Fast  ☐ Slow ☐ Distinct  ☐ Stutter ☐ Distorted  ☐ Nasal ☐ Slurred  ☐ Other: _____ | ☐ Fair  ☐ Excellent ☐ Poor  ☐ Good ☐ Foul  ☐ Other: _____ ☐ Other: _____ |
| Gender: ☐ Male ☐ Female | ☐ Adult ☐ Juvenile  Age: (    ) | Call Origin: ☐ Local ☐ non-Local |
| Your                                         Name: | Your Phone Number: | |
| Your Position: | Date of Report: | |

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# ANNEX C –

# Common Abbreviations and Definitions

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# LIST OF ACRONYMS AND ABBREVIATIONS

| | |
|---|---|
| **ARC** | American Red Cross |
| **CONOPS** | Concept of Operations |
| **CONPLAN** | Concept of Operations Plan |
| **COOP** | Continuity of Operations Plan |
| **CSEM** | Campus Safety and Emergency Management |
| **DCSEM** | Director of Campus Safety and Emergency Management |
| **ECO** | Emergency Coordinating Officer |
| **EOC** | Emergency Operations Center |
| **EAS** | Emergency Alert System |
| **EMS** | Emergency Medical Services |
| **EOP** | Emergency Operations Plan |
| **ESF** | Emergency Support Function |
| **HAZMAT** | Hazardous Material(s) |
| **ERT** | Lakes Region Community College Emergency Response Team |
| **IAP** | Incident Action Plan |
| **IC** | Incident Commander |
| **ICS** | Incident Command System |
| **ICT** | Incident Command Team |
| **ICP** | Integrated Communications Plan |
| **IDA** | Initial Damage Assessment |
| **IDAR** | Initial Damage Assessment Report |
| **JFO** | Joint Field Office |
| **JIC** | Joint Information Center |
| **LEOP** | Local Emergency Operations Plan |
| **MAA** | Mutual Aid Agreement |
| **MACC** | Multi-Agency Coordination Center |
| **MOU** | Memorandum of Understanding |
| **NGO** | Nongovernmental Organization |
| **NIMS** | National Incident Management System |
| **NRF** | National Response Framework |
| **NWS** | National Weather Service |
| **OSHA** | Occupational Safety and Health Administration |
| **PDA** | Preliminary Damage Assessment |
| **PME** | Plant Maintenance Engineer |
| **RACES** | Radio Amateur Civil Emergency Services |
| **SAR** | Search and Rescue |
| **SOP** | Standard Operating Procedure |
| **UC** | Unified Command |

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# GLOSSARY OF KEY TERMS

**Accessible**

Having the legally required features and/or qualities that ensure entrance, participation and usability of places, programs, services and activities by individuals with a wide variety of disabilities.

**Agency**

A division of business or government with a specific function offering a particular kind of assistance. ICS agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**American Red Cross**

An organization charged by statue and agreements with the responsibility of helping meet the human needs of disaster victims.

**Catastrophe (catastrophic incident)**

Any natural or manmade incident, including acts of terrorism, which results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy and/or government functions.

**Command Post**

That location at which primary Command functions are executed; usually collocated with the Incident Base. Also referred to as the Incident Command Post.

**Command Section**

One of the five functional areas of the Incident Command System. The function of command is to direct, control, or order resources, including people and equipment, to the best possible advantage.

**Continuity of Operations**

A process of identifying the essential functions - including staff, systems and procedures that ensure the continuation of the agency's ability to operate.

**Coordination**

The process of systemically analyzing a situation, developing relevant information, and informing appropriate personnel of viable alternatives for selection of the most effective combination of available resources to meet specific objectives.

**Crisis Management**

A predominantly law enforcement function that includes measures to identify, acquire and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.

## Declaration of Emergency

Whenever, in the opinion of the President or their designee, feels the safety and welfare of the people of the Lakes Region Community College require the exercise of extreme emergency measures.

## Decontamination

The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

## Emergency

As defined by the *Code*, "any occurrence, or threat thereof, whether natural or man-made, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources".

## Emergency Alert System (EAS)

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission to operate in a controlled manner, according to the State EAS Plan to inform the public of needed protective actions in the event of an emergency or disaster situation.

## Emergency/Disaster/Incident

An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area.  An emergency is usually an event that can be controlled within the scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

## Emergency Management

The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include firefighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare. President, Vice president, AVPASA,E.A.P and Campus Safety Coordinator

## Emergency Operations Center

A facility from which government directs and controls its emergency operations; where information about the status of the emergency is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

## Emergency Operations Plan

A document which provides for a preplanned and coordinated response in the event of an emergency or disaster situation.

**Emergency Responder**

Includes local, state, and federal emergency services, public safety, law enforcement, emergency medical services (pre-hospital and hospital), search and rescue, fire services, and related personnel, agencies, and authorities.

**Emergency Services**

The preparation for and carrying out of the functions to prevent, minimize and repair injury and damage resulting from natural or man-made disasters, together with all other activities necessary or incidental to the preparation for and carrying out of the forgoing functions.

**Emergency Support Function**

A function which takes agencies to provide or to coordinate certain resources in response to emergencies or disasters.

**Evacuation**

Assisting people to move from the path or threat of a disaster to an area of relative safety.

**Exercise**

An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, or facilities; train personnel in emergency response duties, and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

**Federal Disaster Assistance**

Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Booker T. Stafford Relief and Emergency Assistance Act of 1988.

**First Responder**

Skilled personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, such as government and non-governmental police, fire, emergency medical, search and rescue, emergency management, public health, public works, and authorities.

**Geographic Information System**

A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e.-data identified according to their locations.

**Hazardous Materials**

Substances or materials which may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored, or disposed of, which may include materials which are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

**Incident**

An occurrence or event, natural or human-caused that requires an emergency response to protect life or property.

## Incident Action Plan (IAP)

An oral or written plan containing general objective reflecting overall strategy for managing an incident.

## Incident Command System

A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span or control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

## Incident Commander

The individual responsible for the management of all incident operations.

## Initial Damage Assessment Report

A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

## Integrated Communications Plan

This plan coordinates the use of available communications means and establishes frequency assignments for certain functions.

## Local Emergency Operations Plan

Local EOPs should largely be consistent with state/territorial/tribal plans. The EOP addresses several operational response functions and describes how to fulfill its mission of providing resources to satisfy unmet needs. These functions focus on actions, such as direction and control, warning, public notification, and evacuation, that the local government must take during the initial phase of response operations and that fall outside of the state/territorial/tribal response mission.

## Lockdown

Procedure that results in confining people to their classroom, offices or other areas of the campus that will provide safety and security.

## Major Disaster

Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and federal warning centers or other federal agencies to the state warning points.

## Mitigation

Activities that eliminate or reduce the chance occurrence or the effects of a disaster.

Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes, and regulations.

### Mutual Aid Agreement
A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and equipment in an emergency.

### National Incident Management System (NIMS)
A system mandated by the federal Homeland Security Presidential Directive (HSPD) #5 that provides a consistent, nationwide approach for governments (federal, state, and local), voluntary agencies and the private sector to work effectively and efficiently together to prepare for, respond to, and recovery from incidents, regardless of cause, size or complexity. NIMS uses a core set of concepts, principles, and terminology.

### National Response Framework
Establishes a process and structure for the systematic, coordinated, and effective delivery of federal assistance to address the consequences of any major disaster or emergency.

### Preparedness
The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training exercises, and resources necessary to achieve readiness for all hazards, including Weapons of Mass destruction incidents.

### Recovery
Activities that address the short-term and long-term needs and the resources to assist, restore, strengthen, and rebuild affected individuals and communities.

### 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.

### Threat
Any indication of possible violence, harm, or danger.

### Volunteer
Any individual accepted to perform services by any agency that has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed.

### Unified Command
Shared responsibility for overall incident management because of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and

objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all.

# ANNEX D –
# First day of class sample Safety script

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# FIRST DAY OF CLASS SCRIPT

**Sample Safety Script**

Campus Safety has created this sample script for faculty to read to students during the first class each semester. Please feel free to amend the script as needed but at a minimum please review the following.

- Evacuation Map
- Evacuation of Building
- The Response Guide in the room by the phone.
- Using the phone to call 9- 911
- RAVE Alerts

"In the event of an emergency you should take your personal belongings and proceed to the nearest exit in an orderly manner. The assembly area for our class (review the emergency evacuation map in the room by the door with the class) is _____.  It is important for all members of the class to go to the emergency assembly point so we can verify that everyone has safely exited the building.

In the event of an emergency contact 9- 911 and tell them your specific location (Lakes Region Community College, Room _____).  If you are unsure how to deal with a situation you can use the reference sheet by the phone in each classroom.

**Important Numbers**

- Emergency Responders –9- 911
- Campus Safety cell - 603-366-5280 603-545-4392  603-366-5363   603-856-4138
   One Stop Desk (from phone in class) – 6701-6766
-  One Stop Front Desk (from outside line) - 603-366-5201
- AVPASA 603-366-5221

- **What are RAVE ALERTS?**
  RAVE ALERTS is Lakes Region Community College's emergency notification system that will help ensure rapid and reliable mass communication to students, faculty, and staff. The RAVE ALERT system is designed to communicate with cell phones (text and voice messages), landlines, and e-mail systems, should a crisis, emergency or weather closure/delay occur on the LRCC campus or Academic Center locations.

- **LRCC Students** are automatically registered to receive alerts via college email but will need to log in and provide their emergency contact information to receive alerts via phone and/or text messaging.

- **LRCC Faculty and staff** are automatically registered by the Human Resources department - please provide them with your latest emergency contact information.

# ANNEX E –

# Campus Maps and Floor Plans

# BUILDING PLANS

Lakes Region -Campus Grounds    Parking Lot B is Bomb Threat evacuation area



Legend:
| | |
|---|---|
| | Lot A: Visitor Parking |
| | Lot B-D: General Parking |
| | Back In Parking |
| ♿ | Handicap Parking |
| → | Maintenance and Deliveries Only |
| ···▶ | ONE WAY Traffic Flow |

| | |
|---|---|
| 🚬 | Smoking Area |
| 📞 | Emergency Phone |
| EA | Emergency Evacuation Area |

## Robert Turner – First Floor

AED = •
Extinguisher= •
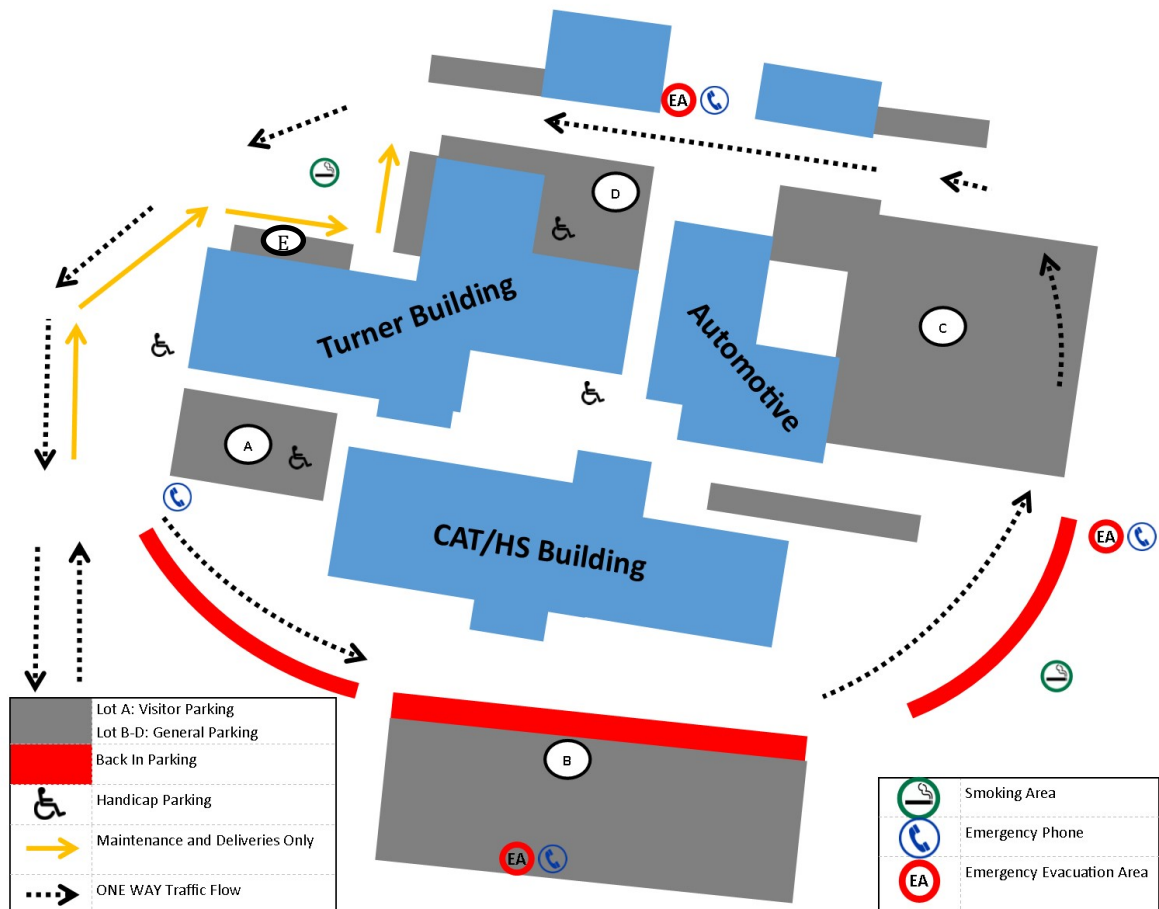
## Robert Turner - 2<sup>nd</sup> Floor

AED and First Aid = ●
Extinguisher = ●

Health and Sciences Upper level
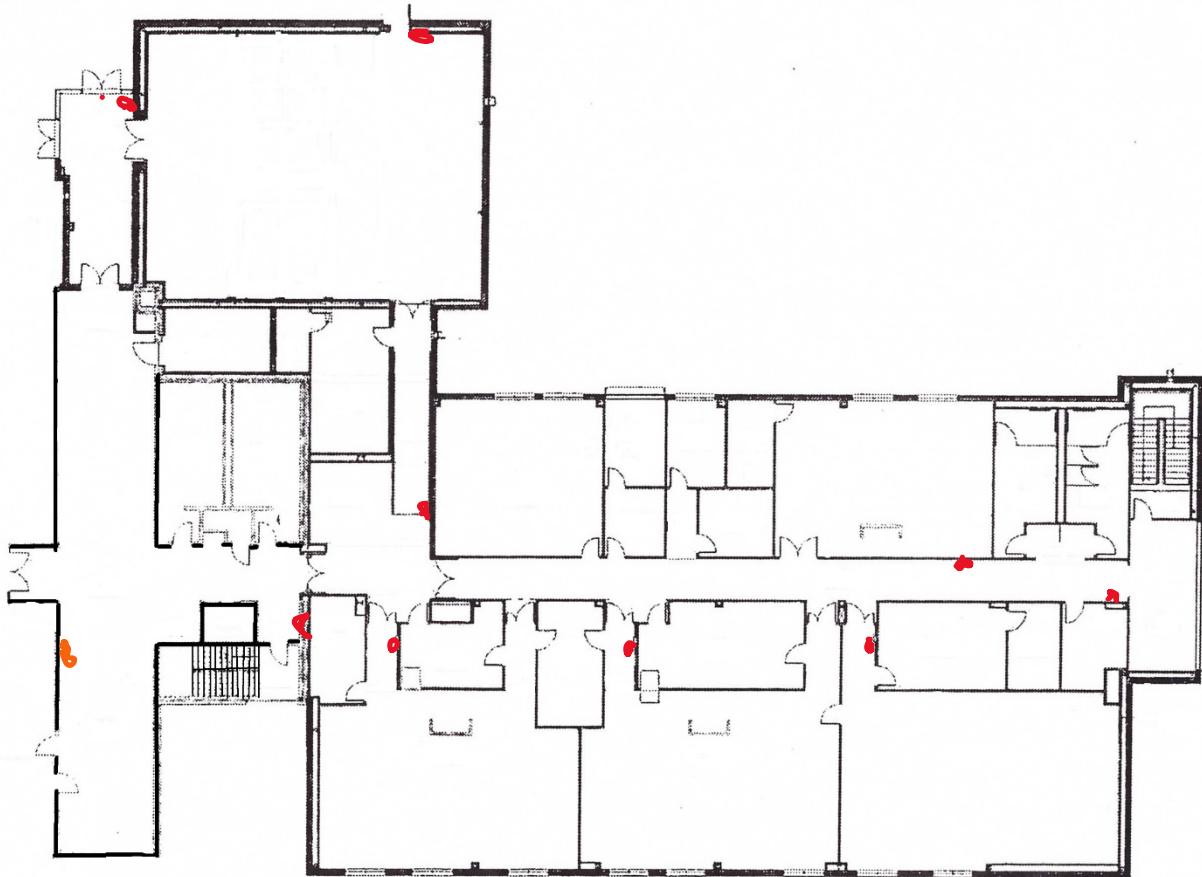
Health and Sciences Lower level

# Upper-level Cat

AED= 🟡
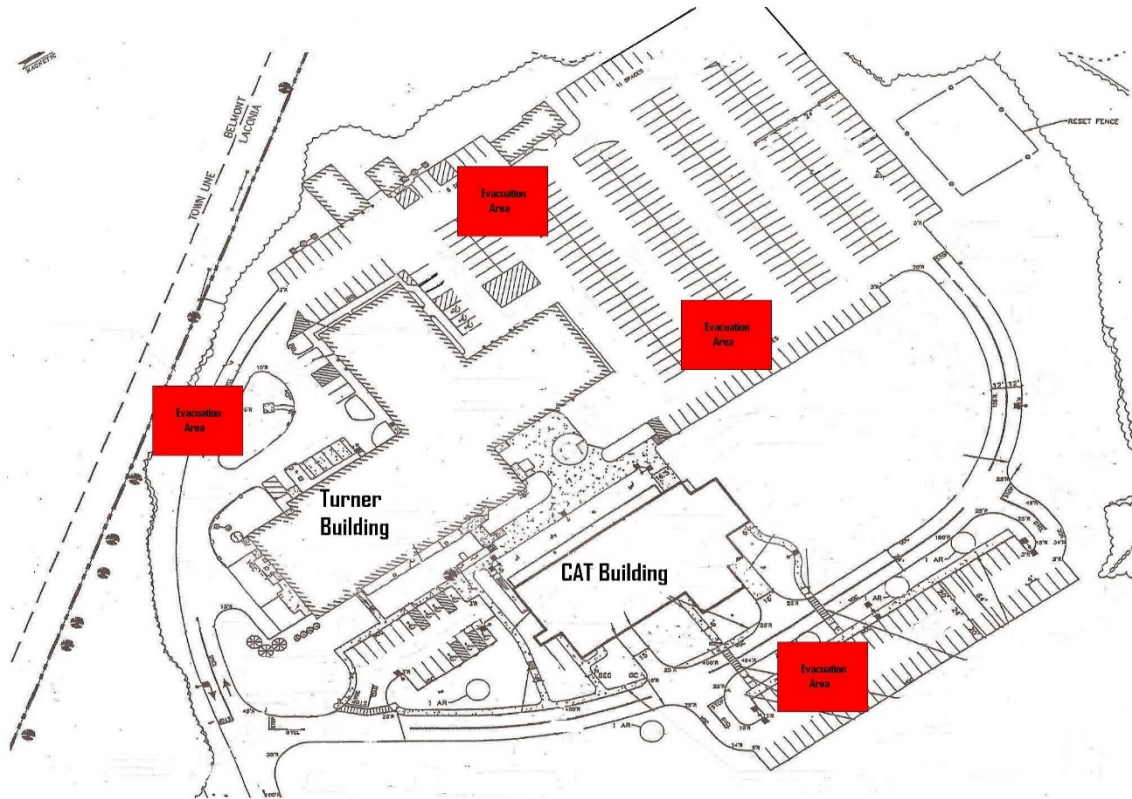Fire Extinguisher = 🔴
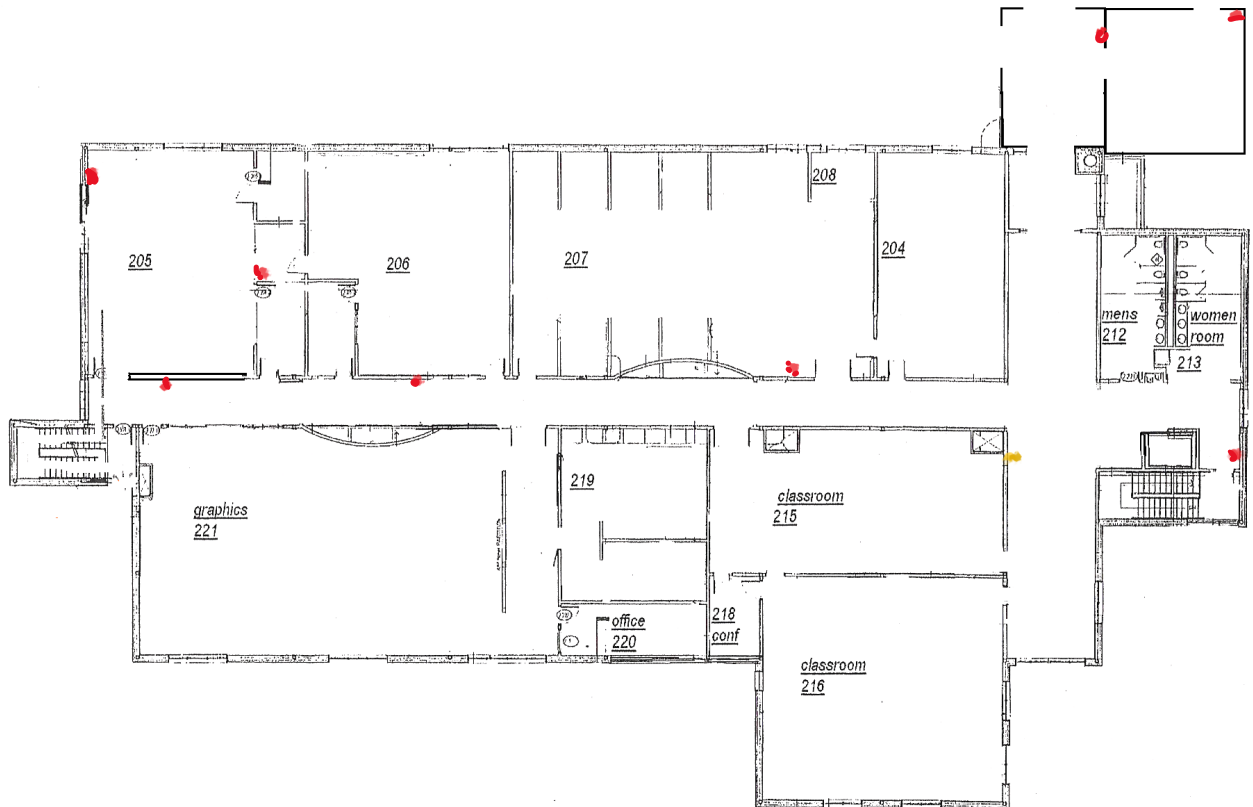
# CAT/HS – 1st Floor
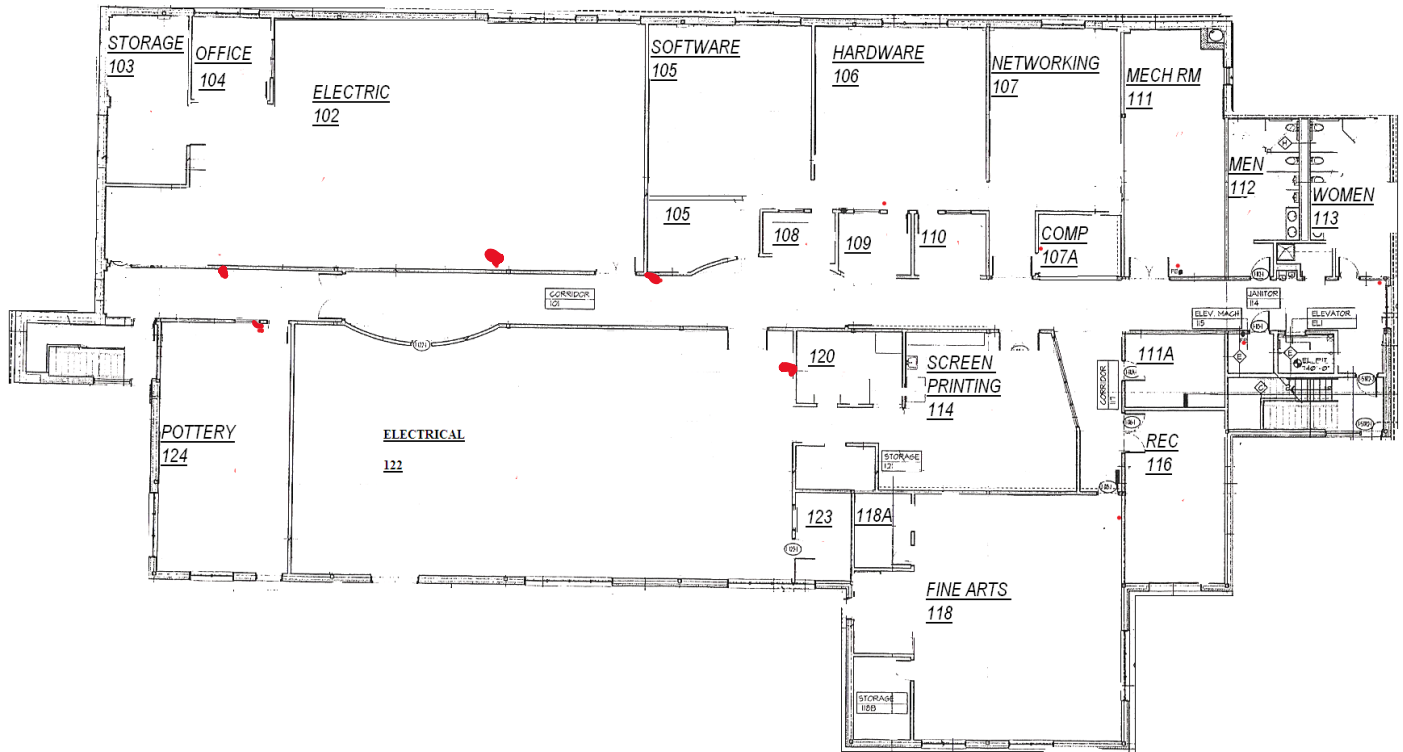
Automotive-Building



AED=
Fire Extinguisher=
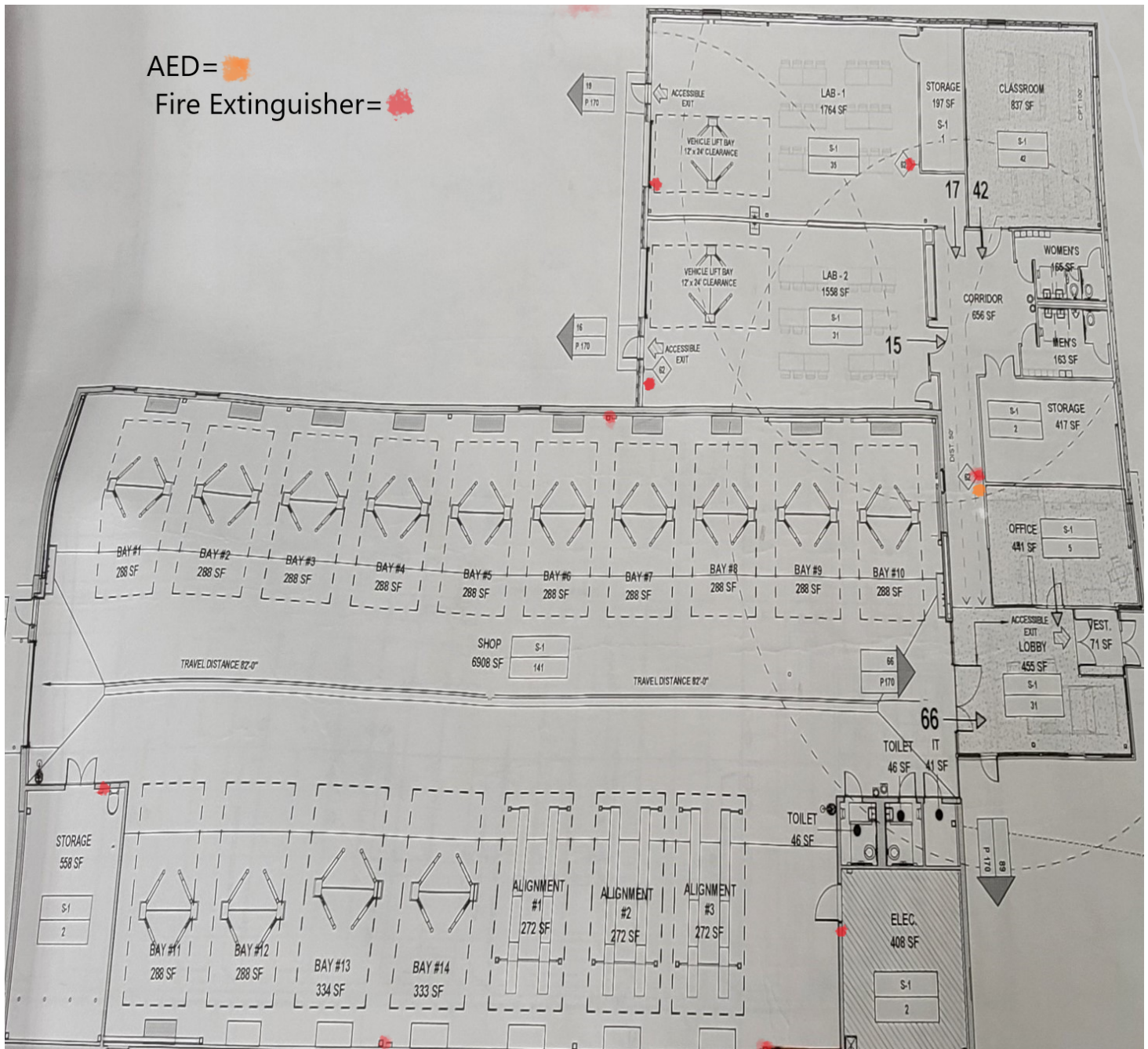
# Power enters Buildings
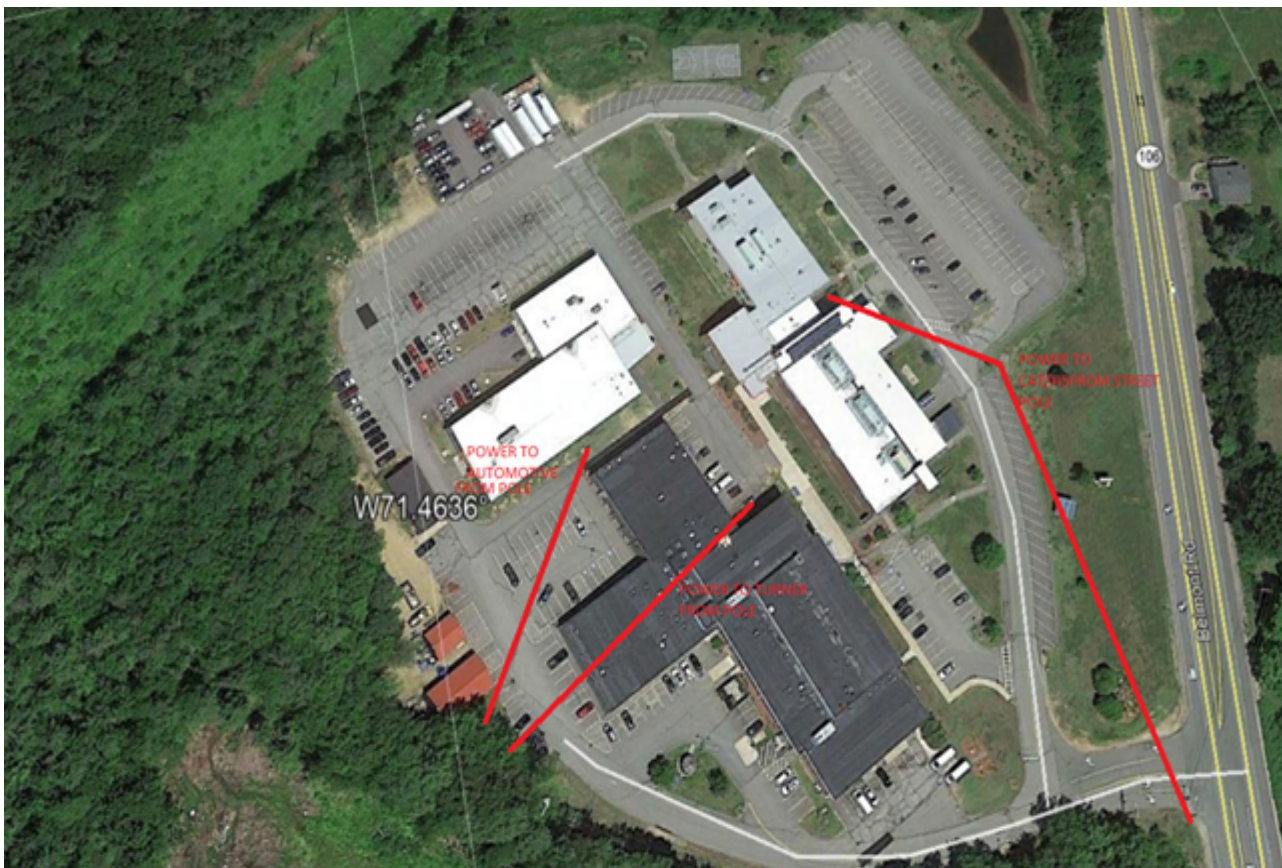
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# ANNEX F –
# Additional supporting Documentation

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# Emergency Action Guide

Each office at LRCC campus have a printed document titled "LRCC Emergency Response Guide" which includes general instructions on how to respond to each type of incident listed. A copy of this document will be attached to this Emergency Management Plan for reference.

# Lockdown Drill worksheet

Use the included worksheet to document the outcome of any drill involving a lockdown situation. Post drill, submit this form to campus safety via interoffice mail or email.

# Automotive accident form

Use this form to document information when involved in a motor vehicle collision.

# LOCKDOWN DRILL
**WORKSHEET**

School _____

Date/Time _____

Team Members _____

_____

_____

Stopwatch Time _____ Student Population _____ Staff Count _____

| Room# | | | | | | | |
|---|---|---|---|---|---|---|---|
| Locks | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Lights | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Out of Sight | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Door Knock | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Why? | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Options | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |

Notes _____

_____

_____

_____

| Room# | | | | | | | |
|---|---|---|---|---|---|---|---|
| Locks | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Lights | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Out of Sight | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Door Knock | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Why? | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |
| Options | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No | □ Yes □ No |

Notes _____

_____

_____

_____

# AUTO ACCIDENT REPORT PAGE 1

# Auto Accident Report Form

**Take pictures of:**
❏ Overall scene - from different angles; close up & far away
❏ Damage to other vehicle(s)
❏ Damage to your vehicle
❏ "Things" or Objects involved (such as debris on highway, skid marks)

**Accident Information**
Date: _____
Time: _____
Location: _____
Weather: Clear/Cloudy/Raining/Snow/Fog/Windy
Visibility: Daylight/Dawn/Dusk/Dark
Road Conditions: Dry/Wet/Snow/Ice/Mud
Traffic: Heavy/Medium/Light/Other

**Police Information**
Officer's name: _____
Badge number: _____
Station: _____
Phone: _____

**Witnesses**
Name: _____
Address: _____
Telephone: _____

**Other Driver**
Name: _____
Address: _____
Telephone: _____
Driver's License No.: _____
Insurance Company: _____
Policy Number: _____
Agent name: _____
Telephone: _____

**Other Vehicle**
Owner: _____
Address: _____
Telephone: _____
Make & Model: _____
Year: _____
Color: _____
License Plate: _____

_____

**TowingInformation**
Company _____
Address _____
Telephone _____
Wherevehicletaken: _____

**StorageFacilityInformation**
Company _____
Address _____
Telephone _____
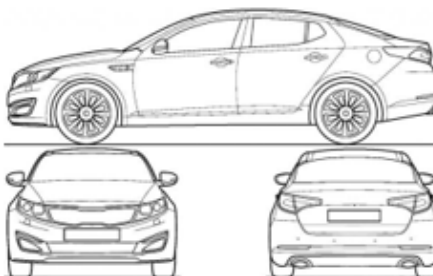
**Damage Descriptions**
Circle where damage(s) occurred on vehicle.

# AUTO ACCIDENT REPORT PAGE 2

**Damage to Property Other than Vehicles**
(Such as parked car, fence, light pole, etc.)

Property: _____

Owner: _____

Address: _____

Telephone: _____

Nature of damage: _____

**Injuries** *Your vehicle:*

Name: _____

Injury: _____

*Injuries to Other(s)*

Name: _____

Address: _____

Telephone: _____

Type of injury: _____

**Ambulance Information**
Agency: _____

Telephone: _____

Report No _____

**Diagram Accident**
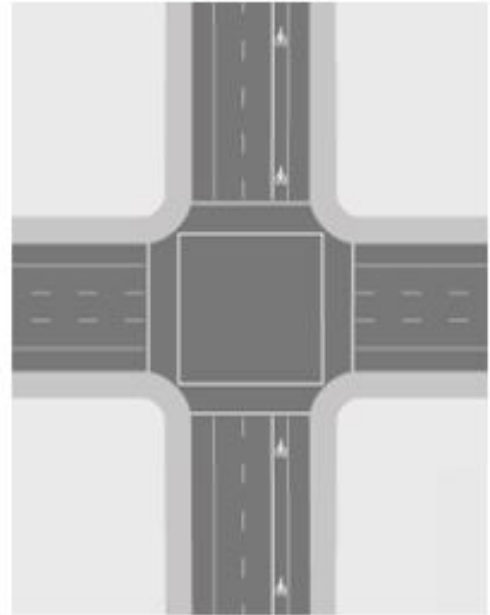


NEED A TOW?
If the vehicle must be towed, call
Stanford Towing at
603 707 9308
They are open 24 Hours
a day.
If for some reason they can't
respond they will call Laconia PD 524-
5257 who will provide a number or call
a tow service for you.

# CRISIS COMMUNICATION PLAN

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# LRCC Crisis Communication Plan

## INTRODUCTION

**Purpose**

LRCC's Crisis Communications Plan outlines the roles, responsibilities and protocols that will guide the College in promptly sharing information with all LRCC's audiences during an emergency or crisis.

This plan is a part of the LRCC Emergency Management Plan, administered by the Campus Safety & Emergency Management

For the purposes of this plan, a crisis is defined as a significant event that prompts significant, often sustained, news coverage and public scrutiny and has the potential to damage the institution's reputation, image, or financial stability. A crisis could be precipitated by an emergency or a controversy. An emergency is a fire, hurricane, crime, or other event that presents a threat and typically involves a response from police, fire, or emergency medical personnel. A controversy better describes events such as a major student protest or a case of employee misconduct.

## Scope

The audiences for this plan include students and prospective students, faculty, staff, alumni, parents, trustees, neighbors, city leaders, media, and concerned local, state and federal officials.

## OBJECTIVES OF THE CRISIS COMMUNICATION PLAN

Our guiding principle will be to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the safety of the LRCC community and the continued operation of essential services. Our efforts to be simultaneously accurate and quick may mean that some communications are incomplete. We accept this, knowing that how we communicate in an emergency, or a crisis will affect public perceptions of the College. Honesty and speed are the most effective means to avoid lasting damage to the institution and widespread second-guessing by the public, which expects immediate access to accurate information. At the same time, we realize that in a crisis, people will likely expect us to have more information than we may actually have. That makes it imperative to speak with accuracy about what we do know and not to speculate about details we do not know.

We will use multiple mediums to reach as many people as possible with accurate, timely information. This is especially important in the first hours and days of an emergency or a crisis. Our goal is to be open, accountable, and accessible to all audiences, while also being mindful of legal and privacy concerns.

## PROCEDURES

## Convening the Crisis Communications Team

The Crisis Communications Team will convene when the President or his designee activates the Emergency Management Plan or when there is a newsworthy incident for which sustained information updates and/or media activity may be required.

Given the urgency of rapid communications, the President or his/her designee has the authority to begin acting immediately until a broader decision can be made about how the College should proceed. Also, the President may identify a potential crisis or controversy that is not an immediate emergency and assemble the Crisis Communications Team to prepare a communications strategy as part of a coordinated College response.

In the event of an ongoing threat to safety or security, the Clery Act requires universities to make timely notifications to the campus community via Emergency Notifications or Timely Warnings. Once an incident is determined to fall under the Clery Act, a notice will be promptly distributed to the LRCC community via RAVE Alerts and other information dissemination systems. Such determinations will be made by the President, the VPASA, AVPASA, the Business Affairs Officer, or the Director of Campus Safety and Emergency Management or his/her designee. LRCC's goal is to send timely notice after being notified of an emergency situation. Depending on the nature of the emergency or crisis, it may not be possible for the Emergency Leadership Team, the DCSEM or his/her designee to convene prior to the timely notification.

## Crisis Communications Team Representatives

President of LRCC – chair
Vice President of Academic and Student Affairs
Assistant Vice President of Academic and Student Affairs
Business Affairs Officer
Director of Enrollment
Assistant to the President
Plant Manager PME
 Campus Safety Coordinator
Others as needed
The President or his/her designee will add other team members, as appropriate under the circumstances. The VPAA or his/her designee will contact each member by phone and/or email to convene immediately.

## Location

The Crisis Communications Team headquarters for most crises will be the Presidents administration office in cases where the Emergency Management Plan is NOT activated. In case where the EMP IS Activated the Crisis Communication Team may meet in the library or one of the adjacent rooms, or, in room if privacy and space dictates.

Since this room has limited conference capabilities, it may be replaced with another facility in the event of an extended crisis or emergency.

## RESPONSE

### Implementation

The Crisis Communications Team will implement some, or all, of the steps outlined below based on circumstances, coordinating with the Leadership Team. Throughout a crisis, the team will meet frequently to review changing facts, assess whether key messages are reaching audiences and determine whether strategies need to change. The success of this plan rests on open and frequent communications among LRCC's Leadership Team, the Safety Committee, and the Crisis Communications Team.

Contact information for leadership and communication officials is included as an appendix to this plan.

In an emergency, our goal is to issue our first communication to key College audiences within 30 minutes of notification of the event, with regular updates as needed. Some situations may require even faster initial communications.

### Immediate Response

The team will carry out these initial tasks immediately:

- Activate public address system for immediate threats (tornado, gunman, etc.).
- Send RAVE ALERT e-mail and text messages for any Clery incident or any incident for which the Emergency Management Plan is activated.
- Post notification on LRCC Public website (http://www.lakesregion.edu/).
- Initiate phone tree notification process for any EMP Activated emergency.
- Send management memo as appropriate.
- Send media alert as appropriate.
- Send messages and update content through the RAVE Alerts and Social Media platforms (Twitter and/or Facebook, as appropriate).

## Secondary Response

Once the Crisis Communication Team convenes, the following tasks will be carried out by this team:

- Designate a secretary who can maintain meeting notes, to-do lists, information files on the ongoing crisis and other items
- Review and write down known facts – those that can and cannot be released to the public — and determine whether a response is needed, and if that response is needed for all the College's key audiences. These facts will be used to fill in templates for news releases, RAVE Alerts, and other items that have already been developed. A list of potential crises is included in this plan's appendix B. It is critical as the situation changes for new fact sheets to be developed. These fact sheets can be used to update websites, emails, news releases and other communication channels. They will also help guide the team's overall strategy as events unfold.

- Develop several key messages that will be included in all College communications. One message typically will address what LRCC is doing to ensure the safety of students and other community members. Another may need to be forward-looking and address what we are doing to make sure the crisis, or a problem with our response, doesn't happen again. All the messages should evolve as circumstances change but will always aim to restore and maintain confidence and calm, balancing a sense of concern with resolve and action. Sample messages are included in the approved templates.

- Determine who will act as spokespeople (PIO) – both a senior leader of the College and someone charged primarily with communications responsibilities. The senior leader will be the public face of the College, while the communicator will run briefings and handle media questions between such formal press gatherings. The Director of Enrollment is the preferred administrator for the PIO position.

- Designate one or more members of the Crisis Communications Team to communicate key messages and emerging facts to those spokespeople and handle any last-minute media training. It is critical that senior leaders have copies of the most recent news releases and other messages, so everyone is clear on what is being shared with the public. WHY? In a time of emergency, it is critical for a high-ranking leader of the College – in most cases, the president – to be the College's public face and take the lead in communicating key messages and answering questions. Such action illustrates that the situation is under control and that efforts are being made to address any questions that have arisen. It also serves to calm various audiences.

- Assign responsibilities to the Crisis Communications Team to communicate the facts of the situation and our response to key audiences. Each member will use approved messages and templates for this effort. Whenever possible, the first groups that should be informed about a crisis are internal audiences directly affected, such as students, employees, faculty, and trustees. The next groups typically would include parents, alumni, community leaders and other audiences, as well as the media. The channels used to communicate to each audience may differ, so each team member will be expected to develop detailed plans to reach his/her designated audience.

- A complete list of the people responsible for each audience, and suggested channels to reach them, is included in Appendix A. An abbreviated list is here:

  Students (Student Government members via VPASA).

  Faculty and staff (VPASA, AVPASA, Asst. to the President, Department Chairs).
  Senior leaders and the Office of the Chancellor (President or designee)
  Parents (VPSA)
  Affected Community, neighbors, and city leaders (President or designee)
  Local law enforcement (Laconia/Gilford/Belmont and Loudon Police Departments, NHSP (DCSEM or designee)
  State leaders, agencies, and contacts (President or designee)
  LRCC Public Website (PIO)

- **Director of Enrollment (PIO) working with the IT, will take responsibility for overseeing changes and needed updates to technology systems.**

- **Director of Enrollment (PIO) will assign communicators, as needed, to handle phone calls, using a script developed from the key messages and facts the Crisis Communications Team has developed.** As part of this effort, a separate log will be maintained to record all calls and interview requests from members of the media. These communicators will be responsible for ensuring that all calls are returned.

- **Develop communications from the President, as appropriate.** It may be necessary for the president to communicate to the LRCC community about the emergency. The Assistant to the President will be responsible for generating and reviewing presidential communications, including correspondence, e-mail messages, talking points, speeches, or op-eds, in consultation with the appropriate members of the Crisis Team.

- If a media room is required to house media to await any press conferences by the President or his/her designee, the Commons in CAT/HS will be utilized. A Staff member will be placed on duty outside the room to ensure Media reps do not wander the hallways outside the Commons room. An appropriate space will be identified and utilized, as appropriate. Media Reps may leave and enter the building as necessary with a staff escort.

- Determine how we should report on the situation for internal and external audiences. For instance, are there town meetings, protests, or vigils? The Director of Enrollment (PIO) will be responsible for coordinating print, video, and audio coverage, working with the VPASA, AVPASA, and Information Technology Services

- Evaluate how to help our community recover, return to normal and, if needed, regain faith in the College after the trigger event of the crisis is over, in coordination with senior leadership. This may include the need for town hall meetings, letters from the president expressing sympathy, detailed plans to prevent another such crisis, etc.

> **Within 10 days of the end of the event, assess how this plan functioned, address any needed updates, and recognize the work of partners and staffers whose help was invaluable.**

**Approvals of outgoing information**

Typically, we use a collegial approach of multiple approvals before we distribute communications pieces, including emails and news releases. That system will not work in a crisis. Seconds matter in a crisis, and we will be judged by how quickly we share information with key audiences.

As a matter of policy, LRCC is committed to trying to meet these expectations. It recognizes the need for unusually crisp decision-making during a crisis to enable rapid, accurate communication in coordination with the institution's broader process. Final approval for all communications rests with the President or his/her designee.

## Staffing

When an Emergency has been declared, all employees of the college may be used to assist in the response and recovery to the incident.

It may also be necessary to have additional help. The President may confer with the CCSNH Chancellors office to identify personnel who may be assigned to assist LRCC during the emergency.

## The End of the Crisis

The President, in conference with members the Emergency Response Team, will determine when an emergency has ended, and routine communications processes can resume. The decision to declare the emergency over will trigger a review of how the crisis was handled and how communications can improve.

# EDUCATION AND PLAN MAINTENANCE

**Education and Testing**

The College will conduct at least one test annually of the RAVE ALERT communication system (text messages/email / Social Media Platform updates), public address system, LRCC Public Website, and phone lines.

The College will conduct an annual drill with participation by members of the Emergency Response Team. The crisis communications plan should be tested at these times with participation by members of the Crisis Communications Team.

As part of this process, the Director of Enrollment (PIO) will schedule media training sessions for senior administrators and key team members. After the initial session to train all key officials, sessions will be scheduled as needed for people who are new to the Emergency Response Team, the Safety Committee, or the Crisis Communications Team.

**Updating**

Every two years, we will need to update several items contained in the appendix of this plan.
The Assistant to the President and/or IT, and/or his/her designee, will update phone lists for members of the Emergency Response Team, Safety Committee and Crisis Communications Team.
The Director of Enrollment (PIO) or his/her designee, will oversee updates of media lists and fact sheets.

# APPENDIX A

## LIST OF POSSIBLE PARTNERS AND CONTACT RESPONSIBILITIES

Some potential partners during a crisis or emergency might include:

- County elected leadership — President
- City elected leadership — President
- State leaders, agencies, and contacts — President
- Affected Community, neighbors, and city leaders — President
- Senior leaders and the Office of the Chancellor — President
- School districts — VPASA or AVPASA
- Students (Student Government) — VPASA or AVPASA
- Faculty / staff — VPASA or AVPASA
- Department Chairs — VPASA or AVPASA
- Parents — VPASA or AVPASA
- Utility Companies — Facilities Director
- Building Infrastructure Vendors — Facilities Director
- Digital Communications Vendors — IT Director
- County/State office of emergency services — DCSEM / Facilities Director
- Regional FBI coordinator — DCSEM / Facilities Director
- State law enforcement — DCSEM / Facilities Director
- Local law enforcement — DCSEM / Facilities Director
- Hospitals — DCSEM / Facilities Director
- Community-based organizations — Enrollment Director (PIO)
- Other public health agencies — Enrollment Director (PIO)
- Media — Enrollment Director (PIO)

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# LIST OF POTENTIAL NATURAL AND MAN-MADE DISASTERS

- Floods
- Hurricanes
- Tornadoes and Severe Winds
- Severe Winter Storms
- Ice Storms
- Thunderstorms
- Building/Infrastructure Fire/Disaster
- Earthquakes
- Wildland Fires
- Fires
- Explosions
- Hazardous Materials Spill/Release
- Workplace Violence
- Terrorism
- Cyber Attack
- Utility Outage (Extended)

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# APPENDIX C

# WORKSHEETS AND TEMPLATES

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# WORKSHEET: LOCAL PARTNER CONTACTS

| PARTNER | CONTACTS | | |
|---|---|---|---|
| Organization | Principal Contact | Back-Up Contact | Please complete a worksheet for each potential partner. Make additional copies as needed. |
| Name:<br><br>Address:<br><br><br><br><br><br>Phone number:<br><br>After hours phone number:<br><br>Fax number:<br><br>E-mail address:<br><br>Web address:<br><br>Emergency contact: | Name:<br><br>Title:<br><br>Office Address (if different):<br><br><br>Customary office hours:<br><br>Home address and neighborhood:<br><br><br>Office phone number:<br><br>Home phone number:<br><br>Cell phone number:<br><br>Pager or other:<br><br>Fax number:<br><br>Office E-mail address:<br><br>Home E-mail address: | Name:<br><br>Title:<br><br>Office Address (if different):<br><br><br>Customary office hours:<br><br>Home address and neighborhood:<br><br><br>Office phone number:<br><br>Home phone number:<br><br>Cell phone number:<br><br>Pager or other:<br><br>Fax number:<br><br>Office E-mail address:<br><br>Home E-mail address: | |
| Date of last information verification: | Date of last information verification: | Date of last information verification: | |

# EMERGENCY AND RISK COMMUNICATION RESPONSE

In the event of a crisis, follow the checklist below. Begin by gathering information during the first thirty minutes and completing the following worksheets on assembling a team, organizing your resources, identifying your stakeholders, partners, and spokesperson, as well as developing necessary supporting materials.

## Within Thirty Minutes After Start of Crisis:

**Information Gathering**

**1. Verify the Situation**
- ☐ Get the facts from those involved and civic partner organizations.
- ☐ Obtain information from additional sources such as law enforcement, fire departments, or hospitals to put the event in perspective.
- ☐ Ascertain information origination and determine credibility.
- ☐ Review and critically judge all information.
- ☐ Determine whether the information is consistent with other sources in other markets.
- ☐ Determine whether the characterization of the event is plausible.
- ☐ Clarify information through subject matter experts.
- ☐ Attempt to verify the magnitude of the event and human impact.

**2. Conduct Notification**
- ☐ Follow established communication protocol.
  - – Make sure your Emergency Response team is aware of the situation. Get President's authorization to proceed.
  - – Contact key personnel and provide briefing on issue.

**3. Identify Staffing and Resource Needs**
- ☐ Assemble your crisis communication team. (See worksheet below)
- ☐ Secure an appropriate space, equipment, and supplies for the course of the event. (See worksheet below)
- ☐ Ensure crisis information is being communicated to staff members.

**4. Conduct Assessment/Activate Crisis Communication Plan**
- ☐ Continue to gather and check the facts.
- ☐ Determine who is being affected by the crisis. What are their perceptions? What do they want and need to know?
- ☐ Determine what the public should be doing.
- ☐ Activate Emergency Management Plan if appropriate.
- ☐ Activate your communication team
- ☐ Determine stakeholders and partners. (See worksheet below)
- ☐ Activate spokesperson(s).
- ☐ Activate media monitoring.

☐ Activate Internet monitoring.
☐ Monitor what is being said about the event. Is the information accurate?

## 5. Organize Assignments
☐ Determine the current priorities.
☐ Identify subject matter experts and spokespersons. (See worksheet below)
☐ Decide whether communication should operate 10, 12, 20 or 24 hours a day.
☐ Decide whether communication should operate 5, 6 or 7 days a week.

# Thirty Minutes to One Hour After Start of Crisis:

# Initial Release of Information

## 6. Prepare Information and Obtain Approvals
☐ Determine special populations. (See worksheet below)
☐ Prepare key messages and initial media statement. (See worksheet below)
☐ Develop event Q&A. (see worksheet below)
☐ Draft and obtain approval on initial news release. (See worksheet below)
  – Provide only information that has been approved by the appropriate agencies. Do not speculate.
  – Repeat the facts about the event.
  – Describe the data collection and investigation process.
  – Describe what the college is doing about the crisis.
  – Describe what other organizations are doing.
  – Explain what the public should be doing.
  – Describe how to obtain more information about the situation.
☐ Confirm media contact list. (See worksheet below)

## 7. Release Initial Information to Media, Public and Partners through Arranged Channels
☐ Distribute news release to media contacts via E-mail.
☐ Upload media materials produced to date to your Web site and social media.
☐ Ensure spokesperson(s) are standing by for potential media inquiries.
☐ Distribute media materials to partner/stakeholder organizations. Establish regular briefing schedule and protocols with them.
☐ Establish regular briefing schedule and protocols for working with the media.

# One to Two Hours After Start of Crisis:

**Follow-up Information**

## 8. Update Media with New Information
- ☐ Send follow-up release with additional event information and details of any scheduled news conferences/media briefings.
- ☐ Create additional materials including fact sheet and media advisory for news conference and media briefings, as necessary.

# Two to Four Hours After Start of Crisis:

**News Conference**

## 9. News Conference
- ☐ Notify media of scheduled news conference.
- ☐ Conduct news conference. (See worksheet below)
- ☐ Gather information addressing unanswered journalist questions.

# Four to 36 Hours After Crisis:

**Media Follow-up**

## 10. Disseminate Additional Information
- ☐ Send additional information to media, as available.
- ☐ Continue to monitor media coverage.

# 36 Hours to TBD After Crisis:

**Conduct Evaluation**

**11. Obtain Feedback and Conduct Crisis Evaluation**
- ☐ As soon as is feasible following a crisis, conduct an evaluation of the organization's response.
- ☐ Compile and analyze media coverage.
- ☐ Conduct a "hot wash" (an immediate review of what went right and what went wrong) to capture lessons learned.
- ☐ Share results within your agency.
- ☐ Determine need for changes to the crisis and communication plan.
- ☐ Determine need to improve policies and processes.
- ☐ Institutionalize changes with appropriate training.
- ☐ Revise crises plan policies and procedures based on lessons learned.

**12. Conduct Public Education**
- ☐ Once the crisis has subsided, your department may need to carry out additional public education activities.
  - – Determine the public's perceptions and information needs related to the crisis.
  - – Focus on "worried well" (psychosomatic) individuals and other mental health messaging.
  - – Update your community on the crisis status through town hall meetings, flyers, or other outreach activities.

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# YOUR CRISIS COMMUNICATION TEAM AND ITS ROLES

Your crisis communication team, who are key responders during a crisis, can be broken down into six roles. Optimally, there will be at least one person assigned to each role. In a large-scale crisis, you might want to go outside your own office, to bring in support from other campuses, CCSNH System Offices, volunteers, or outside contractors. In a smaller, localized emergency, you might be able to fulfill all these roles with just one or two staff members.

## 1. The Director of Enrollment (PIO)
- Activates the plan under the direction of the Incident Commander
- Directs the work related to the release of information
- Coordinates with state and local communication partners to ensure that messages are consistent and within the scope of the organization's responsibility
- Provides updated information to the Safety Officer, Emergency Operation Center (EOC) command and state responders in accordance with National Emergency Management System (NEMS) protocols
- Advises the Incident Commander and chain of command regarding information to be released, based on the organization's role in the response
- Identifies and works as liaison with spokespeople
- Reviews materials for release to media, public and partners
- Obtains required clearance of materials for release
- Determines the operational hours/days for the Emergency Operations Center
- Ensures that human, technical, and mechanical supply resources are available to provide information to the public
- Ensures crisis communication protocol is followed

## 2. Content and Messages Coordinator (Designated by Director of Enrollment)
- Develops and establishes mechanisms to rapidly receive information from the EOC regarding the emergency
- Translates EOC situation reports and meeting notes into information appropriate for public and partner needs
- Works with subject matter experts to create situation-specific fact sheets, Q&As and updates
- Tests messages and materials for cultural and language requirements of special populations
- Adapts messages based on input from other communication team members and analysis from media, public, and partner monitoring systems
- Identifies additional content requirements and material development

**3. Media Coordinator (Designated by Director of Enrollment)**
- Assesses media needs and organizes mechanisms to fulfill those needs
- Triages the response to media requests and inquiries
- Ensures that media inquiries are addressed as appropriate
- Supports spokespersons
- Develops and maintains media contact lists and call logs
- Produces and distributes media advisories and press releases
- Produces and distributes materials such as fact sheets or B-roll (background video for distribution to television stations that sometimes includes interviews or sound bites)
- Oversees media monitoring systems and reports, including Web sites and social media for information on what is being reported and whether that information is accurate (e.g., analyzes trends, concerns, and misinformation)
- Serves as a liaison from your organization to the Joint Information Center (JIC)
- Acts as a member of the field site team for media relations

**4. Direct Public Outreach Coordinator (Designated by Director of Enrollment)**
- Activates or participates in the telephone information line
- Activates or participates in the public E-mail response system
- Activates or participates in developing public service announcements (PSAs), flyers, notices and other information distributed to the public
- Organizes and manages emergency response on the Web site and social media
- Establishes and maintains links to other emergency response Web sites or social media
- Oversees public information monitoring systems and reports including the Internet to see what information is available to the public and whether that information is accurate (e.g., analyzes trends, concerns, and misinformation)
- Activates or participates in public and elected official briefings and community meetings
- Identifies special population needs related to communication

## 5. Partner/Stakeholder Coordinator (Designated by Director of Enrollment)

- Establishes communication protocols based on prearranged agreements with identified partners and stakeholders
- Arranges regular partner briefings and updates
- Solicits feedback and responds to partner information requests and inquiries
- Oversees partner/stakeholder monitoring systems and reports including partner/stakeholder Web sites/social media to ensure the information presented is accurate (e.g., analyzes trends, concerns, and misinformation)
- Helps organize and facilitate official meetings to provide information and receive input from partners or stakeholders
- Responds to legislators, special interest group requests and inquiries

## 6. Rumor Control Coordinator (Designated by Director of Enrollment)

Monitors internal communication
- Monitors external communication
- Provides feedback on qualities of communication
- Monitor social media sites and news websites

# CRISIS TEAM CONTACT LIST

Use this page to create a list of individuals for your crisis team. Consider using people from outside your department including, state/county/local partners, volunteers, contractors, and other government agencies.

**Incident Commander**

Name:
Position:
Phone:
Cell Phone:
E-mail:

**Subject Matter Experts**

Name:
Position:
Phone:
Cell Phone:
E-mail:

---------------------------

---

Name:
Position:
Phone:
Cell Phone:
E-mail:

**Public Information Officer**

Name:
Position:
Phone:
Cell Phone:
E-mail:

**Content and Message Coordinator**

Name:
Position:
Phone:
Cell Phone:
E-mail:

**Media Coordinator**

Name:
Position:
Phone:
Cell Phone:
E-mail:

**Direct Public Outreach Coordinator**

Name:
Position:
Phone:
Cell Phone:
E-mail:

**Partner/ Stakeholder Coordinator** Name:
Position:
Phone:
Cell Phone:
E-mail:

**Rumor Control Coordinator**

Name:
Position:
Phone:
Cell Phone:
E-mail:

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# EMERGENCY CONTACT TREE

Use this tree to identify people you will need to contact, such as your spokespersons, partners, and safety and health officials. Share this contact information with your crisis communication team.

- Limit the number of people each person must call.
- Leave a message for unavailable contacts. The caller should continue down the phone tree and continue attempting contact with unavailable persons.
- Each unit should have provisions for getting the information to a person who was not contacted.
- Keep the message short and concise. Only the facts should be given. Confidentiality should be stressed.
- Update the contact tree at least annually to insure accurate phone numbers and inclusion of all staff.

```
                    ┌─────────────────────┐
                    │ Public Information  │
                    │   Officer (PIO)     │
                    └─────────────────────┘
```

**Public Information Officer (PIO)**

| Name: | Name: | Name: |
| Function: | Function: | Function: |
| Phone: | Phone: | Phone: |
| Cell Phone: | Cell Phone: | Cell Phone: |
| Email: | Email: | Email: |

| Name: | Name: | Name: |
| Function: | Function: | Function: |
| Phone: | Phone: | Phone: |
| Cell Phone: | Cell Phone: | Cell Phone: |
| Email: | Email: | Email: |

| Name: | Name: | Name: |
| Function: | Function: | Function: |
| Phone: | Phone: | Phone: |
| Cell Phone: | Cell Phone: | Cell Phone: |
| Email: | Email: | Email: |

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# ORGANIZE YOUR RESOURCES

It is necessary to allocate space, staff and supplies to respond to this crisis. You will need a separate space from which to run your communication operation.

**Space** (The first three rooms may be combined if space allows.)

☐  Room/space for your communication team to work

Location: _____

☐  Room/space for quickly training spokesperson(s)

Location: _____

☐  Room/space for holding team meetings

Location: _____

☐  Separate room to house media on-site

Location: _____

☐  Room/space for housing equipment, exclusive for your use (You cannot stand in line for the copier when crisis communication deadlines loom.)

Location: _____

☐  Restroom and (preferably) kitchen facilities

Location: _____

**People** (These people can supplement the members of the crisis communication team.)

☐  Staff for public and media information center or Emergency Operations Center support

1. _____

| Name | Position | Telephone | E-mail |

2. _____

| Name | Position | Telephone | E-mail |

3. _____

| Name | Position | Telephone | E-mail |

4. _____

| Name | Position | Telephone | E-mail |

5. _____

| Name | Position | Telephone | E-mail |

## Equipment and Other Resources

☐ Telephone system

| Name | Position | Telephone | E-mail |
|------|----------|-----------|--------|

| Company | Contact | Telephone | E-mail |
|---------|---------|-----------|--------|

☐ Computer/IT technician

| Company | Contact | Telephone | E-mail |
|---------|---------|-----------|--------|

☐ Language services
- ✓ Interpreters for simultaneous translations
- ✓ Translators for written translations
- ✓ Back-up translators located outside your immediate area (in case of widespread power outages)

| Company | Contact | Telephone | E-mail |
|---------|---------|-----------|--------|

☐ Fax Machine and Copier

| Company | Contact | Telephone | E-mail |
|---------|---------|-----------|--------|

☐ Televisions

| Company | Contact | Telephone | E-mail |
|---------|---------|-----------|--------|

☐ Tables & Chairs

| Company | Contact | Telephone | E-mail |
|---------|---------|-----------|--------|

☐ Standard supplies (copy paper, pens, pencils, notebooks, organizers, staplers, folders, etc.)
☐ Calendars, flow charts, easels, and bulletin board
☐ Reference material

# KEY MESSAGES

You will need to draft key messages to develop press statements, news releases and fact sheets to share with the media and public. They must be simple and accurate. Key messages ensure your organization is communicating the same information to all audiences.

Key media messages must:
- Be limited to two or three key messages (i.e., what people need to know.)
- Be short and concise, generally no more than a sentence or two each.
- Be in writing.

**Sample Key Messages**
Use the following as a template in developing specific key messages in your county in the event of a confirmed crisis.

1. **Response**

   There has been a confirmed [insert crisis event] in [insert location]. We are working with [federal, state and local agencies] to take the appropriate steps to ensure the safety of everyone in the affected area.
   a. **Empathy**
      Our thoughts are with the victims and their families.
   b. **Scope**
      At this time, it is unclear how widespread this situation may be. We are working with federal, state, and local authorities to determine the extent of the situation.
   c. **[Insert State or City] Civil Authorities**
      We are working with federal, state, and local authorities to ensure that all who have been affected are receiving appropriate treatment.

2. **Risk**

   The risk to residents in [insert City] is [insert information on risk].

3. **Action**

   Residents can play a key role in helping keep themselves and their families safe during an event/disease outbreak/natural disaster.
   a. Follow official notification
   b. Follow instructions from federal, state, and local officials on how to protect yourself and your family from any exposure and the need to evacuate or remain at home.
   c. Seek medical treatment
      [Insert information on recommended actions specific to event/outbreak/natural disaster].
   d. For more information on natural disasters or man-made emergencies go to
      https://www.nh.gov/safety/divisions/hsem/

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# PRESS STATEMENTS

The press statement is the first communication you will have with the media following an emergency or crisis. It is important to release a statement with what you do know and send out additional updates as information becomes available. Make sure to get all necessary approvals before sending out a press statement.

**Include**
- All necessary facts about the situation or issue – *who, what, when, where why and how*
- Information about what action your organization intends taking around the issue
- Contact person and telephone number
- Accurate spelling, grammar, and information

**Distribute**
- To local newspapers, radio, and television stations

1.
| Media Outlet | Contact | Beat/Focus |
| --- | --- | --- |
| Telephone | Fax | E-mail |

2.
| Media Outlet | Contact | Beat/Focus |
| --- | --- | --- |
| Telephone | Fax | E-mail |

3.
| Media Outlet | Contact | Beat/Focus |
| --- | --- | --- |
| Telephone | Fax | E-mail |

4.
| Media Outlet | Contact | Beat/Focus |
| --- | --- | --- |
| Telephone | Fax | E-mail |

5.
| Media Outlet | Contact | Beat/Focus |
| --- | --- | --- |
| Telephone | Fax | E-mail |

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# PREPARE PRESS STATEMENTS

Sample #1 is a typical statement. Sample #2 should be used when more information is obtained. Use the template on the next page to draft your own press statement.

*Sample #1: Thirty Minutes or Less Following the Event*

First and foremost, I want to emphasize that our most important priority is the safety and well-being of the students, faculty, staff, and community members involved.  We are working closely with local authorities right now to find out exactly what has occurred, and what, if any, action needs to be taken.

It is our firm intention to give you the most accurate information possible as soon as we can.  [Name of the media liaison]) has been assigned to work with the news media.  I/he/she will get back to you as soon as we have more details.  Information will also be posted on our Web site at www.lakesregion.edu for all concerned individuals as soon as it becomes available.

## Sample #2: Two-to-Four Hours Following the Event

We have been working closely with local authorities since the event occurred a few hours ago.  Although we do not yet understand the full scope of the event, we do know [edit as appropriate)…

We expect to understand the cause and implications of the event more-accurately as we continue our investigation.  As we move forward with the investigation, we will [edit as appropriate]…

It is our firm intention to continue to give you the most accurate information possible as soon as we can.  Our Web site www.lakesregion.edu has now been updated with the most current information.  We will continue to update the site as new information becomes available.

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# TEMPLATE PRESS STATEMENT

FOR IMMEDIATE RELEASE

CONTACT: [Name of contact]

PHONE: [Number of contacts]

Date of release: [Date]

Two-three sentences describing what happened and expressing empathy on the situation.

_____

_____

_____

_____

Two-three sentences describing what is currently happening in response to the event.

_____

_____

_____

_____

Two-three sentences listing protective actions for community and actions that will be taken in the future.

_____

_____

_____

_____

Contact information, ways to get more information and other resources.

_____

_____

_____

_____

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# PRESS RELEASE

You will need to draft a press release following an emergency or crisis. The press release should answer, who, what, when, where why and how of the ongoing event. It should also include a quote from the appropriate person in your organization. The following is a sample press release with explanations of each section.

**FOR IMMEDIATE RELEASE**

> **For Immediate Release –** These words should appear in the upper left-hand margin, just under your letterhead. You should capitalize every letter

CONTACT: Patrick Cate

Lakes Region Community College

Phone (603) 366-5215

> **Contact Information –** Skip a line or two after release statement and list the name, title, telephone, and fax numbers of your spokesperson (the person with the most information). It is important to give your cell number since reporters often work on deadlines and may not be available until after hours.

> **Headline –** Skip two lines after your contact info and use a boldface type.

> **Subhead –** Fleshes out the headline to further entice the editor.

**OFFICIALS INVESTIGATE [EVENT]
AT [LOCATION]**

> **Dateline –** The city your press release is issued from and the date you mail your release.

Lakes Region Community College Confirms [Insert Event]

> **Lead –** First paragraph. Used to grab the reader's attention. Should contain the five W's (who, what, when, where, why).

[LOCATION] [Month Date, Year] — Officials from [location] are investigating an [occurred] occurred at approximately [time, day]. What we know is… [Two-three sentences describing [situation]. The situation is [under] [not yet under] control and the college is working with authorities to [situation, determine how this happened, determine what actions may be needed to prevent this from happening again].

"Let me be clear that the health and well-being of our students, faculty, staff, and community is our most important priority.

> **Quote –** Be sure to include at least one quote from a reputable source.

- more -

> **More –** Indicates more than one page. Should be centered at bottom of the page.

**Abbreviated Headline (page 2) –**
Used at the top of subsequent pages.

We are working hard right now to find out exactly what has occurred, why it has

happened, and what, if any, action needs to be taken.  We will work closely with authorities to get answers to

these questions as quickly as possible.  Right now, we do not know the cause of the [accident/ situation/

event]," said College President [First Last].

**Text –** The main body of your press release where your message should fully

Actions being taken at this time to ensure the safety a          of the public/specified person include:

[Insert actions being taken].

The local community has demonstrated its willingness         with both residents and visitors aiding

those involved in the event.

"Our thoughts and condolences are with the victims and families," said [First Last].  "We are working

**Closing paragraph –** Provides details on where updates can be found.

diligently to get the situation under control and limit further [injury, loss of life, illness] to t          his

community."

[Name of media liaison] has been assigned to work with the news media to disseminate verified

information as soon as possible.  Information will also be posted on our Web site at [Web site name].  Anyone

with concerns or questions about today's event is encouraged to consult the Web site for additional relevant

information.

**#### -** Indicates press release is finished.

#####

# IDENTIFY YOUR MEDIA SPOKESPERSON(S)

You will need to identify a spokesperson who will speak on behalf of your organization during this crisis.

*Safety Officer*

1.
Name                              Position          Cell Phone      Telephone              E-mail

*Subject Matter Expert*

2.
Name                              Position          Cell Phone      Telephone              E-mail

*Public Information Officer/ PIO*

3.
Name                              Position          Cell Phone      Telephone              E-mail

# MEDIA INTERVIEW Q&A's AND GENERAL PUBLIC FAQs

Think through possible questions and answers that you or your spokesperson might be asked. Q&As can help spokespersons prepare for interviews that include tougher questions and areas of vulnerability (i.e., did authorities work together and could the medical response have been quicker?) Below are some of the possible questions that you should consider.

**Question:** What happened? (Examples: How much damage was caused?  Who was involved?)
    **Response for Public (FAQ):**

_____

_____

_____

    **Sound bite for Media (Q&A):**

_____

_____

_____

**Question:** Who was affected? (Examples: Was anyone injured or killed?  What are their names?)
    **Response for Public (FAQ):**

_____

_____

_____

    **Sound bite for Media (Q&A):**

_____

_____

_____

**Question:** When did it happen?
    **Response for Public (FAQ):**

_____

_____

_____

    **Sound bite for Media (Q&A):**

_____

_____

_____

**Question:** Where did it happen?  (Examples: What areas are affected?  Is there danger outside of the immediate crisis area?)

    **Response for Public (FAQ):**

_____

_____

_____

    **Sound bite for Media (Q&A):**

_____

_____

_____


**Question:** Why did it happen? (Examples: What was the cause?  Who is to blame?  Could it have been prevented? Has this ever happened before?)

    **Response for Public (FAQ):**

_____

_____

_____

    **Sound bite for Media (Q&A):**

_____

_____

_____


**Question:**

_____

    **Response for Public (FAQ):**

_____

_____

_____

    **Sound bite for Media (Q&A):**

_____

_____

_____

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# CONDUCT A NEWS CONFERENCE

If properly utilized, a news conference can be one of the best ways to update media following a crisis. A news conference should be scheduled only when necessary - when the news is important enough to affect large populations, and when it is appropriate to disseminate urgent information to a group of reporters at one time. Consider the following items when planning and implementing your press conference.

**Plan Date, Time, and Location (**It is advisable to plan the news conference two to four hours after a crisis has occurred, depending on the severity.)

☐ Have you given the media as much advance time as possible?
☐ Coordinated with first responder reps as to the planned location of the news conference?
☐ Have you planned the news conference in a safe venue close to the site of the emergency?
☐ Is the venue safe for the media and does not interfere with recovery and evacuation efforts?

**Invite Key Members of the Media to Attend by Sending Out a Media Advisory**

☐ Have you made sure the media advisory gives the date, time and location of the conference, the subject to be discussed, the names of the people who will be speaking and a list of languages in which materials will be provided?
☐ Have you placed follow-up calls before the conference to remind reporters about the event?

**Prepare the Room**

☐ Have you made sure your news conference site includes staging, chairs, a podium, and microphones and checked to ensure all equipment is working properly?
☐ Have you arranged the room so that reporters can easily get their stories without having to move about?
☐ Is your logo clearly visible on the front of the podium or behind the speaker?
☐ Do you have a backup plan for possible glitches?

**Provide Media Materials**

☐ Have you prepared media kits including any news releases, speaker names or additional materials that will help reporters write their stories?

**Be Prepared**

☐ Have the main spokespersons rehearsed the key messages developed for the crisis and are they ready to answer questions?
☐ Have you made sure your spokespersons know what the most important information is and how to stay focused, even if asked questions that concern other issues?
☐ Have you discussed in advance which key points will be made by each spokesperson?
☐ Have you designated a moderator in advance of the news conference to keep the conference on schedule, establish ground rules and field reporters' questions?
☐ Have you set a clear end time for the news conference?

☐ Have you made a Spanish or other appropriate language spokesperson available at the news conference and have you referenced that in your media materials?

**Be Thorough**

☐ Have you made sure all questions are answered during the news conference? If a spokesperson does not know the answer to a question, make sure a member of the communication team finds the answer after the news conference and makes it available to the reporter later. If possible, allow spokespeople to be available one-on-one with reporters following the conference to answer questions.
☐ Have you designated someone to ask questions during the news conference that reporters may not raise?

**Monitor Attendance**

☐ Have you asked reporters to check-in? This will provide a list of who attended, and more importantly, who did not attend.
☐ For key media personnel who were not able to attend, have you offered them a phone interview with the spokespersons?

# IDENTIFY STAKEHOLDERS

Use this worksheet to identify those people or organizations with a special connection to you and your involvement in the emergency. They will fall into three categories based on their responses to you in a crisis: **advocates, adversaries, and others**.

1. _____

   Organization         Contact

   _____

   Telephone         Fax      E-mail

2. _____

   Organization         Contact

   _____

   Telephone         Fax      E-mail

3. _____

   Organization         Contact

   _____

   Telephone         Fax      E-mail

4. _____

   Organization         Contact

   _____

   Telephone         Fax      E-mail

5. _____

   Organization         Contact

   _____

   Telephone         Fax      E-mail

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# Completed Worksheets

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# Please fill out the worksheets and place them in this section during an Incident.

# Campus Safety Coordinator

## David Stevens

END OF REPORT