This Emergency Operations Plan is dated: May 2014

This Emergency Operations Plan supersedes all previous versions or documents.
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**Introduction**

Members of the Gettysburg College Community:

I am pleased to present the updated Gettysburg College Emergency Operations Plan (EOP), which outlines the College’s emergency preparedness, response, and recovery organization and procedures. This document, along with the supporting guidelines within individual divisions and departments, reflects lessons learned following the many recent and unfortunate campus tragedies, and conclusions drawn from the College’s experiences over the years and the assistance from the Campus Emergency Response Team (CERT). The EOP is applicable to a broad range of potential emergency or disaster situations.

Please review this critical safety information to ensure that you understand the respective preparedness roles and responsibilities. Every division and department is expected to have a proactive emergency plan in place to protect the safety of their personnel and the continuity of their programs. Each individual in the Gettysburg College community should also plan ahead to know what they must do before, during, and after an emergency.

For additional information, training, and/or assistance, please contact the Department of Public Safety. President’s Council and CERT have approved this plan.

Thank you very much for your continuing support and tireless efforts toward making the campus safer for our community members to work, live, and pursue their academic and professional endeavors.

Sincerely,

William Lafferty
Associate Dean of College Life and
Executive Director of Public Safety
Gettysburg College
Campus Emergency Operations Plan (EOP)

Acknowledgements:

Approved by: President’s Council/CERT Core Committee

Edited by: Gettysburg College Communications and Marketing Team

Background training and reference material used as a source include:

- BOWMAC SOFTWARE INC, REDI for Campus Incident Management
- National Incident Management System (NIMS)- Department of Homeland Security

Revised and updated by:

- William Lafferty, Executive Director, Gettysburg College Department of Public Safety
- David G Taylor, Associate Director, Gettysburg College Department of Public Safety
- Members of the CERT Advisory Committee
EMERGENCY OPERATIONS PLAN

PREFACE

This manual has been developed to provide guidelines in responding to emergencies on campus. Policies and procedures are written with the understanding that each extreme event has many variables. Planning is done as a general concept, considering factors that most often will be present. The framework provides a reference to begin immediate action to resolve the emergency circumstances. The establishment of order and direction are the objectives of this guide.

The policies and procedures herein are to be followed by all administrators whose responsibilities and authority cover the operational agenda found in this manual.

Campus emergency operations will be conducted within the framework of Gettysburg College's mission and philosophy. Those administrators directing and/or coordinating the crisis management effort will make decisions that may be the exception.

All requests for procedural changes, suggestions or recommendations should be submitted, in writing, to the Director of Public Safety for technical review. All changes recommended by the Director of Public Safety will be submitted in writing to the CERT for evaluation and adoption.

INTRODUCTION

The Emergency Operations Plan (EOP) is based on the National Incident Management System (NIMS) and the Incident Command System (ICS). This plan identifies the command structure and emergency responsibilities of the college administration. The plan is intended to give a consistent level of response from one emergency to the next as well as to offer a base location of resources to guide emergency personnel.

Today’s technology requires emergency management to respond quickly to the campus community to keep them informed and out of potentially dangerous situations. Crisis Communications must be able to address multiple forms of communication in a timely fashion and effective manner.

This plan is reviewed annually by the Campus Emergency Response Team (CERT) Advisory Committee and updated as deemed necessary and appropriate.
PURPOSE

The (EOP) outlines the College’s procedures for managing major emergencies that may threaten the health and safety of members of the campus community or disrupt its programs and activities. The plan identifies departments and individuals that are directly responsible for emergency response and critical support services, and it provides a management structure for coordinating and deploying essential resources.

Planning ahead for emergencies is part of normal business planning and campus life, and all members of the campus community share a responsibility for preparedness. An emergency can strike anytime or anywhere and a disaster will affect everyone. Therefore,

1. The College maintains a comprehensive emergency preparedness education and training program to mitigate potential hazards and to familiarize students and employees with emergency procedures.

2. All employees and students have a personal responsibility for knowing what to do before, during, and after an emergency to protect their safety and their work.

3. All administrative and academic units, as deemed necessary, are expected to maintain a Department Emergency Plan that is in supplement to the campus plan to ensure the safety and well-being of people, ensure program continuity, and to support the campus emergency response and recovery effort.

The EOP is written, reviewed, and amended by CERT. The CERT provides general oversight for the entire emergency planning process and meets regularly to address ongoing preparedness, response, and recovery issues.
**SCOPE**

The EOP guides preparedness, response, and recovery actions. It applies to a broad range of emergency incidents, and may be activated during any threat or hazard that impacts the Gettysburg College Community or its resources.

**Threat and Hazard Types and Examples**

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<th>Examples</th>
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<td>Natural Hazards</td>
<td>• Earthquakes&lt;br&gt;• Tornadoes&lt;br&gt;• Lightning&lt;br&gt;• Severe wind&lt;br&gt;• Hurricanes&lt;br&gt;• Floods&lt;br&gt;• Extreme temperatures&lt;br&gt;• Landslides or mudslides&lt;br&gt;• Winter precipitation&lt;br&gt;• Infectious diseases, such as pandemic influenza, extensively drug-resistant tuberculosis, <em>Staphylococcus aureus</em>, and meningitis&lt;br&gt;• Contaminated food outbreaks, including salmonella, botulism, and <em>E. coli</em></td>
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Glossary of Terms

Campus Emergency Response Team (CERT)
Provides general oversight for the entire planning process and meets regularly to address emergency preparedness, response, and recovery issues. This team is drawn from the College’s senior administrative and academic management and is responsible for coordinating the campus’ emergency response to major incidents.

CERT Core Group
Primarily comprised of the President and members of the President’s Council, the core group is responsible for policy review and development as it relates to emergency operations and is ultimately responsible for the oversight of the emergency operations plan and accompanying procedures. The CERT is chaired by the President or his/her designee.

CERT Advisory Group
Comprised of key department heads from throughout campus, the advisory group advises the core group with respect to emergency operations and plans, and implements policies as directed by the core group. The advisory group prepares, distributes, and advises about emergency operations plans and procedures. The advisory group is chaired by the Director of Public Safety or his/her designee.

Emergency Levels
A ranking that classifies Gettysburg College emergencies according to their severity and potential impact:

- **Level 1** = Minor, localized emergency
- **Level 2** = Major incident that disrupts operations
- **Level 3** = Disaster involving the campus and community

Emergency Operations Center (EOC)
A management center where the CERT coordinates the College’s emergency decisions and resources.

National Incident Management System (NIMS)
Developed by the federal government so that responders from different jurisdictions and disciplines can work together better to respond to natural disasters and emergencies, including acts of terrorism. NIMS benefits include a unified approach to incident management; standard command and management structures; and emphasis on preparedness, mutual aid and resource management.

Incident Command System (ICS)
An emergency management model used by the Pennsylvania and Federal government that has been adapted for use at Gettysburg College.

Satellite Operations Center (SOC)
Emergency management centers in areas that interface between the College’s main EOC and various campus departments.

Incident Command Post (ICP)
Signifies the location of the tactical-level, on-scene incident command and management organization.

Emergency Operations Plan (EOP)
Plan designed to assist the College in responding to likely emergency situations that could negatively impact the campus community and College resources.
Summary of the EOP

The EOP and supporting documents provide guidance for responding to major emergencies that could threaten the health and safety of the campus community or disrupt College programs and operations. The plans can address any kind of emergency, including earthquakes, fires or explosions, hazardous materials releases, extended power outages, floods, bio-terrorism or mass casualty events. At Gettysburg College, emergency preparedness responsibilities are shared throughout the College with primary responsibility for plan development being assigned to the Department of Public Safety.

When an emergency occurs, response actions are guided by overriding emergency goals:

- Protect life safety
- Secure our critical infrastructure and facilities
- Resume business operations

An emergency may be designated as a Level 1, Level 2, or Level 3 situation:

**Level 1**
A minor incident that is quickly resolved with internal resources or limited help.

**Level 2**
An emergency that impacts sizable portions of the campus, and that may potentially affect life safety or mission critical functions. The EOP is activated and an operational subset of CERT known as the CERT Advisory Group determines the magnitude of the emergency and coordinates its resolution.

**Level 3**
An emergency that involves the entire campus and surrounding community. The EOP is activated and the entire CERT mobilizes.

During a Level 3 emergency, CERT mobilizes at a central Emergency Operations Center (EOC), located in Pennsylvania Hall. The primary alternate EOC is the College Union Building Room 260. Additional spaces may be considered as EOC’s when power is out due to their generator capabilities. These include Specialty Dining, the Central Energy Plant, and/or the Department of Public Safety Building. Off-site locations may be considered depending upon the size, scope, and impact of the emergency. This may include use of the Majestic Theatre; a separate owned, controlled, or leased off campus administrative space; or a totally separate but relatively close campus – i.e. the Seminary or Mount St. Mary’s University.

At the EOC, the Team ascertains the scope of a disaster and advises the College President. The EOC gathers emergency intelligence from Satellite Operations Centers (SOCs) and/or Incident Command Posts (ICP) managed by CERT.

The CERT Advisory Group reviews emergency operation procedures and plans annually, and meets regularly to provide general oversight for related programs, policies and procedures. Gettysburg College practices its emergency plans each year by holding an Emergency Management Exercise typically in the form of a tabletop exercise. The Director of Public Safety, in coordination with the Office of the President, is responsible for scheduling and conducting these tabletop exercises. A minimum of one tabletop exercise per academic year occurs with the entire CERT. Once each year, representatives from our local emergency responder community are also invited to participate in a campus exercise. Invitees typically include a representative from the Gettysburg Fire Department, Gettysburg Police Department, and Adams County
Emergency Management Agency. During at least one CERT Table-Top Exercise each year, the campus’ emergency evacuation plan is either exercised as part of the active scenario or as a minimum discussed and reviewed for clarity. Additionally, as a minimum, Public Safety personnel will conduct practical application exercises specific to the EOP on a regular basis – (typically during in-service training).

**Succession**
During emergency situations, the President has assigned the responsibility of managing and coordinating the EOP in her/his absence as follows:

1. Provost
2. Vice President for College Life and Dean of Students
3. Vice President of Finance and Administration
4. Vice President for Enrollment and Educational Services
5. Vice President of Development
6. Executive Vice President
7. Vice President for Information Technology

**Comprehensive Approach**
The following are acknowledged as basic phases of emergency management and commonly referred to as its Life Cycle.

- Preparedness
- Response
- Recovery
- Mitigation

By addressing all of these elements in an emergency management plan the College will lessen the intensity and duration of any unusual event.

**Management Responsibilities**
The plan assigns responsibilities for emergency management to existing College departments and organizations. The assignments are made within the framework of the existing management organization of the various departments. Each department, as deemed necessary by individual department heads in consultation with the CERT Advisory Committee, should maintain standard operating procedures for special situations and they are considered part of this plan.

Gettysburg College is responsible for managing and coordinating, along with local public safety officials, all phases of a disaster that occurs on campus. Assistance may be requested from Adams County. Adams County may be requested to provide assistance for prevention, mitigation, planning, preparedness, response, and recovery to incidents.
The plan describes how centralized requests for assistance are to be handled and documented.

The following emergency response plans are in supplement to this plan and maintained by the Departments of Human Resources & Risk Management and Public Safety. They include:

- Chemical Hygiene Plan
- Blood-borne Pathogens Exposure Plan
- Radioactive Material Safety
- Emergency Building Evacuation
- Spill Prevention Control & Countermeasures
- Hazard Communications Plan

**Incident Classifications**

Incidents are classified into four (4) categories. Authority is provided to a limited number of individuals to classify incidents. Certain automatic actions are initiated based on the incident classification. It is recognized that for an emergency plan to be successful, first responders must have authority to activate the response plan and initiate critical actions to manage the situation.

**Incident Management System**

All incidents will be managed by using the Incident Command System (ICS) and the National Incident Management System (NIMS) as outlined by federal and state agencies.

This plan is intended to provide general all-hazards management guidance, using existing organizations and lines of authority to allow the College to meet its responsibilities before, during, and after an emergency occurs.

**General Considerations and Planning Guidelines**

Policy Regarding Comprehensive Emergency Management:

A wide variety of emergencies caused by acts of nature or mankind's own acts, result in loss of life, property, and income; and disrupts the normal functions of academic institutions, government, communities, and families; and cause human suffering.

Based on accepted business practices, Gettysburg College has developed a comprehensive emergency management program to prevent, mitigate, respond to, and recover from emergencies and disasters.

To meet this responsibility, the College has developed this comprehensive emergency operations plan (comprehensive meaning all aspects of a situation; emergency meaning an extraordinary happening; and management meaning overall coordination, direction, and control).

The plan considers each management function from an all-hazards perspective.

Attachments that may be part of this plan will be hazard specific.
This concept of comprehensive emergency management includes four interrelated phases, which interact in an ongoing cycle:

**Preparedness**

Preparedness refers to those short or long-term planning and preparedness activities that eliminate or reduce the number and/or severity of emergencies and disasters.

Preparedness activities include the periodic risk assessment of potential hazards. This includes a historical review of emergency situations in the area, leading to the development of an all-encompassing strategic College response plan and an assessment of College department capabilities to meet the needs of the plan. Business continuity is a critical element of preparedness.

Preparedness also includes contingency planning for critical services and incident recovery, including cleanup. In preparing the plan, cooperation, advice, and assistance has been sought from the jurisdiction(s) that would be called upon for support.

**Response**

Response operations may start before the emergency or disaster takes place, such as upon receipt of advisories that: floods, blizzards, or ice storms could impact the jurisdiction. This increased readiness response phase may include such pre-impact operations and activities as:

- Assessing and monitoring the hazard
- Implementing the crisis communications plan
- Alerting and warning endangered populations
- Alerting response forces to stand by
- Evacuating or special sheltering of threatened populations
- Dispensing and/or relocating critical equipment and resources
- If necessary implementing the business continuity process

**Recovery**

Business recovery activities are those following an emergency or disaster to correct adverse conditions, and to protect and return the quality of life to the College community.

Recovery activities will include measures to:

- Prevent or mitigate a reoccurrence of the emergency responsible for the impact on the College community
- Implement contingency plans
- Reinstate campus services
- Permanently restore property
- Repopulate evacuated areas

**Mitigation**

Mitigation refers to all activities that reduce the effects of emergencies and disasters when they do occur. Taking steps after an emergency to prevent a reoccurrence and/or reduce the impact of a future occurrence completes the "Life Cycle" of emergency management as described in the National Incident Management System.
Concept of Operations

The primary responsibility for responding to emergencies on Gettysburg College’s campus rests with DPS, local emergency services, and the President of the College. The Campus Incident Management System is the established protocol for managing all aspects of an incident.

DPS, along with other College departments, and the emergency services organizations play an essential role as the first line of defense.

In responding to an emergency or disaster, Gettysburg College will make full use of the facilities, equipment, supplies, personnel, and resources.

The President has the authority to direct and coordinate disaster operations and may delegate this authority to an emergency manager.

Incident command is established when an authorized individual (usually a DPS officer or supervisor, fire chief, police officer) is on site and communicates their authority with all personnel involved.

There is one Incident Commander (IC) for an incident. When more than one jurisdiction or one agency is involved, a Unified Command structure will be established. Command will function from an Incident Command Post (ICP). Certain “triggering” conditions may dictate a broader institutional response. This broader response will be managed from an Emergency Operations Center (EOC) by the CERT. When an Emergency Operations Center (EOC) is established, CERT will assume a policy, direction and coordination role over the institution’s response and recovery. The EOC will act as an umbrella organization that brings together all of the elements necessary to support the incident and maintain ongoing operations. Command will remain with the IC or Unified Command group. Depending upon the size and scope of the emergency, individual divisions, (at the direction of the President), may implement separate divisional satellite operations centers (SOCs) in support of the campus’ EOC and CERT.

The following represents typical incident types and the designated lead agency.

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<thead>
<tr>
<th>Incident Type</th>
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<td>Fire</td>
<td>Gettysburg Fire Department</td>
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<tr>
<td>Hazardous Material Spills</td>
<td>DPS/Life Safety Services</td>
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<tr>
<td>Hazardous Material Reaction</td>
<td>DPS/Life Safety Services</td>
</tr>
<tr>
<td>Hazardous Material Vandalism</td>
<td>DPS/Life Safety Services</td>
</tr>
<tr>
<td>Aircraft (off the airport)</td>
<td>Federal Authorities (FBI, FEMA, ATF, FAA)</td>
</tr>
<tr>
<td>Railroad</td>
<td>Federal Authorities (FBI, FEMA, ATF, FAA)</td>
</tr>
<tr>
<td>Criminal Incidents</td>
<td>DPS/Local Police</td>
</tr>
<tr>
<td>Terrorist Incident</td>
<td>DPS/Local Police</td>
</tr>
</tbody>
</table>
Mass Casualty Incident          DPS/Local Police
Weather/Nature                 DPS
Facility Utility Failure       Facilities Department
Health Related Outbreak        Health Services
Research/Technology Accident   DPS Life Safety Services/Risk Management
Catastrophic Computer Failure  Information Technology
Weapons of Mass Destruction (WMD) Federal Authorities (FBI, FEMA, ATF, FAA)
Bomb Threat                    DPS/Local Police
Mail Handling Procedures       Federal Authorities (FBI, FEMA, ATF, FAA)

Assumptions:

The Gettysburg College Emergency Operations Plan is predicated on a realistic approach to the problem likely to be encountered on campus during a major emergency or disaster. An emergency or a disaster may occur at any time of the day or night, weekend or holiday with little or no warning:

If encountered, the following are General Guidelines:

- The successions of events in an emergency are not predictable; hence, published support and operational plans will serve only as a guide and checklist and may require field modification in order to meet the requirements of the emergency.

- Disasters may affect residents in the geographical location of the College. Therefore Borough, County and Federal emergency services may not be available, or a delay in off-campus emergency services may be expected.

- A major emergency may be declared if information indicates that such a condition is developing or is probable.

DECLARATION OF CAMPUS STATE OF EMERGENCY:

The authority to declare a campus state of emergency rests with the College President and the Director of Public Safety or their designees. During the period of any campus major emergency, the Department of Public Safety, as required, shall place into immediate effect the appropriate procedures necessary in order to meet the emergency needs to maintain educational facilities with the primary concern being the safety of students. DPS shall immediately consult with the President regarding the emergency and the possible need for a declaration of a campus state of emergency.
When this declaration is made, only authorized persons will be permitted to be on campus. In addition, only those faculty, administrators, and staff members who have been assigned to the CERT or issued an emergency pass by the Department of Public Safety will be permitted to enter the immediate disaster site.

In the event of earthquakes, after-shocks, fires, storms, hazardous materials incidents or major disasters occurring in or about the campus or which involve Gettysburg College property, Public Safety Officers and assigned Facilities personnel will be dispatched to determine the extent of any damage to College property.

**CAMPUS EMERGENCY RESPONSE TEAM (CERT):**

**Core Incident Command**

Emergency Director/Manager: President of Gettysburg College or designee

President’s Council
- Provost
- Vice President for College life & Dean of Students
- Vice President for Finance and Administration
- Vice President of Enrollment and Educational Services
- Vice President for College Relations
- Executive Vice President
- Vice President of Information Technology
- General Council (as needed)

Emergency Coordinator: Director of Public Safety

Public Information Officer: Executive Director of Communications & Marketing

**Advisory Group**

Assistant Emergency Coordinator: Associate Director of Public Safety

Damage Control: Director of Facilities Management

Communications Officer: Director of Communications and Media Relations

Personnel Officer: Co-Director of Human Resources and Risk Management

Residential Facility Coordinator: Director of Residence Life

Support Functions: Director of Auxiliary Services

Faculty/Academic Coordinator: Vice Provost

Health Services: Director of Health Center Services
Information Technology: Director of Infrastructure and Computing
Logistics Officer: Director of Auxiliary Services
Safety Officer/Environmental Issues: Assistant Director of Public Safety
Students Abroad: Director of Off-Campus Studies

Team members will coordinate as necessary with the Emergency Coordinator for implementation and coordination of campus operations planning and support as it pertains to their areas.

If a situation, incident, emergency, or crises dictates, the Emergency Coordinator in conjunction with the Emergency Director will convene the CERT. The Core Incident Command is responsible for planning and policy decisions as they relate to emergencies impacting the campus and its community.

The Advisory Group provides the Core Incident Command with the information necessary to make proper decisions during campus emergency situations. The Advisory Group is also responsible for carrying out the policies and plans set-forth by this Emergency Operations Plan and the Core Incident Command. Such responsibilities may include the planning, operations, logistics, and financial obligations set-forth by implemented emergency plans and policies, as directed by the Core Incident Command.

**General responsibilities of specific CERT members are listed below:**

**EMERGENCY DIRECTOR: President (or designate)**
The President is the chief executive officer and:

- May request a declaration of a local state of emergency through the Borough of Gettysburg who then may promulgate local emergency orders and may waive local laws, ordinances, and regulations
- May request assistance from Adams County and neighboring jurisdictions when the situation escalates beyond the capabilities of Gettysburg College
- May provide assistance at the request of other local governments or mutual aid institutions
- Works with the Director of Public Safety and others in assessing the emergency and preparing the College’s specific response
- Declares and ends, when appropriate, the campus state of emergency as provided for within this plan
- Notifies and conducts liaison activities with the College administration, governmental agencies, CERT and others as necessary

**EMERGENCY COORDINATOR: Director of Public Safety**

- Serves as the chief of staff to the chief executive (or substitute) to coordinate emergency response and recovery operations
• Establishes and manages the Emergency Operations Center or on-scene Incident Command activities
• Recommends the declaration of a local state of emergency based on the severity of the situation and the necessity to use additional resources
• Recommends de-escalation and de-mobilization based on reliable intelligence and information from the campus planning and analysis section and/or the operations supervisor
• Responsible for the overall implementation of the College Emergency Response and EOP
• Determines the type and magnitude of the emergency and establishes the appropriate emergency command center
• Initiates immediate contact with the President and College Administration, begins assessment of the College's condition
• Notifies and utilizes police, public safety personnel, maintenance personnel, and if necessary, other College staff in order to maintain safety and order
• Notifies the members of CERT and others as appropriate, advises them of the nature of the emergency. Works closely with, and seeks policy decisions from the CERT Core group
• Notifies and conducts liaison activities with appropriate outside organizations such as fire, police, County Emergency Management
• Ensures that appropriate notification is made to off-campus staff and students when necessary;
• Performs and directs other related duties as may be directed by virtue of the campus emergency;
• In conjunction with the Treasurer, prepares and submits a report to the President appraising the final outcome of the emergency.

PUBLIC INFORMATION OFFICER: Executive Director of Communications & Marketing

• Advises the President or designee with regards to all communications concerning the extent of the disaster or crisis affecting the campus
• Establishes a liaison with the media for dissemination of information as requested by the President
• Coordinates interaction and response between the College and the media including press conference if necessary
• Responsible for communicating using the Emergency Mass Notification System
• Disseminate pertinent information before, during, and after regarding the crisis or emergency
DAMAGE CONTROL & RESOURCE OFFICER: Director of Facilities Services

The Director is Facilities Services acts as the damage control and resource officer for the campus. He/She will provide equipment and personnel to perform shutdown procedures, hazardous area control, barricade closures, damage assessment, debris clearance, emergency repairs and equipment protection. He/She will also provide vehicles, equipment and operators for movement of personnel and supplies, assign vehicles as required to the CERT for emergency use, obtain the assistance of utility companies as required for emergency operations and act as liaison between the college and the utility companies. The following are just a few areas of responsibility.

- Furnishes emergency power and lighting systems as required;
- Provides climate control measures;
- Supplies extra furniture, beds and bedding;
- Supplies fresh drinking water;
- Supplies fuel for vehicles and service to vehicles;
- Provides housekeeping as needed;
- Provides clean up services;
- Surveys habitable space and relocates essential services and functions;
- Provides for storage of vital records at an alternate site: coordinates with the building and area coordinators for liaison and necessary support.

Facilities Services Department:

Evaluates and surveys campus buildings, facilities or activities in order to determine the impact a fire or earthquake could have on a facility.

Skilled workers are available from the Facilities Management Department at all times during normal working hours and on short notice at other times. They are capable of providing the following emergency services:

- UTILITIES: Repairs to water, gas and electric systems.
- STRUCTURES: Repairs to structures and mechanical equipment therein, including heating and cooling systems.
- EQUIPMENT: Portable pumps, floodlights etc.

Emergency procurement of materials and services can be arranged in direct support of any contingency. (Should keep the Treasurer informed of expenditures).

IMPORTANT: In the event of a natural disaster in which major structural damage is sustained, it is advisable to turn off hazardous utilities: electricity and natural gas systems.

Transportation Officer

In the event of a major emergency, he/she may be notified to make all transportation vehicles accessible to CERT Members for emergency use. He/She will be responsible for monitoring the location of vehicles and maintaining their readiness in the event of a campus-wide evacuation. He/She will be responsible for assisting in the coordination of an immediate campus-wide evacuation requiring the use of College owned vehicles.
Additionally, he/she will organize and operate a system for transporting stranded persons (staff or students) during an evacuation.

DEPARTMENT OF PUBLIC SAFETY (DPS):

The Department of Public Safety is the focal point for two-way transmission of official emergency telecommunications to College administrators. Each College administrator, upon receiving notification of a campus emergency, is to pass the same information along to those departments/offices under his/her direction.

The telephone/cell-phone is the primary means of emergency notification at Gettysburg College. This system is intended for the immediate transmission of specific information regarding an emergency to all affected areas of this campus.

The officer on duty will notify the Director of Public Safety of any campus emergency as necessary.

IMPORTANT: During an emergency, campus phones must be restricted to College official notification only. In the absence of telephone services, the Department of Public Safety may provide runners for emergency notification (contingent on personnel availability), use text/voice messaging, and utilize email notifications, as deemed necessary and appropriate.

On duty DPS Patrol and Communications Officers:

- Maintains the Public Safety Office in a state of constant readiness;
- Notifies College administrators of major emergencies;
- Monitors campus warning and evacuation systems;
- Takes immediate and appropriate action to protect life, property and to safeguard records, as necessary;
- Obtains assistance from the borough, county and federal government dependent upon the specific emergency and as needed;
- Provides traffic control, access control, perimeter and internal security patrols and fire prevention services as needed;
- Provides and equips an alternate site for the Emergency Operations Center;
- Maintains liaison with both on & off-campus agencies for telecommunications support as necessary;
- Maintains complete functions in the Public Safety Office in conjunction with the Emergency Operations Center;
- May be required to maintain operation of the Emergency Operations Center.

COLLEGE LIFE DIVISION: Vice President for College Life and Dean of Students

- Coordinates student evacuation and/or re-location;
- Maintains accurate records of all student evacuees; to include locations where evacuees have been relocated, (i.e. mass care centers, home, and other designated locations);
- Maintains documentation accounting for entire student population during and immediately following the emergency;
- Maintains accurate medical records of students treated and disposition of each case;
- Coordinates insurance information with Director of Human Resources & Risk Management
PROVOST DIVISION: Provost

- Coordinates faculty evacuation and/or re-location;
- Designates alternate locations for continuation of academic process;
- Maintains accurate medical records of faculty treated and disposition of each case;
- Coordinates insurance information with Director of Human Resources;
- Assigns faculty representatives as building coordinators and alternates for academic buildings under their control.

FINANCE & ADMINISTRATION DIVISION: Vice President of Finance and Administration

- Tracks all expenses related to the emergency;
- Provides financial support (if needed) for emergency resources;
- Provides and coordinate auxiliary services support.

PERSONNEL OFFICER: Co-Director of Human Resources & Risk Management

- Coordinates and tracks personnel/overtime expenses during the emergency;
- Approves additional personnel (if needed) for the emergency;
- Coordinates insurance claim processing and reporting.

FACULTY and SUPERVISORS

Each faculty and staff supervisor has the responsibility to:

1.) Educate their students and/or employees concerning College emergency procedures for their building and/or activity.

2.) Inform their students and/or staff of an emergency and initiate emergency procedures as outlined in this EOP. This could result in the need for an evacuation, shelter-in-place, or similar immediate emergency response.

3.) Report all safety hazards to the Department of Public Safety. Work orders to reduce hazards and to minimize accidents should be promptly submitted to the Department of facilities Management.

4.) IMPORTANT: Inform all students, staff and faculty to confirm building evacuation guidelines prior to an emergency and to report to a safe location outside the building where a head count can be taken. Safe locations and distances will be determined by the type, size, context, and scope of the emergency.

ADMINISTRATORS, DEANS and DEPARTMENT HEADS

Every administrator, dean or department head may appoint a specific person as Building/Facility Coordinator for every activity under their control and has the following general responsibilities prior to and during any emergency:
- **Emergency Preparedness** - Building evacuation information shall be distributed to all employees with follow-up discussions, on-the-job or explanations as required at a staff meeting during the year. Time shall be allowed for training employees in emergency techniques such as fire extinguisher usage, first aid, CPR and building evacuation procedures. Contact the Department of Public Safety for assistance. This training should be conducted on a regular basis.

- **Emergency Situations** - Inform all employees under their direction of the emergency condition. Evaluate the impact the emergency has on their activity and take appropriate action. This may include ceasing operations and initiating building evacuation.

- Maintain emergency telephone communications with officials involved with emergency from their own activity (or from an alternate site if necessary).

- Organize and operate a system for transporting stranded residents

**Emergency Operations Planning**

![Steps in the Planning Process Diagram]

Members of the CERT Advisory Committee also act as the emergency operations core planning team. Lessons learned indicate that operational planning is best performed by a team. Gettysburg College’s core planning team is diverse in thought, function, experience, tenure, and position. Contributions of the planning team include the following:

<table>
<thead>
<tr>
<th>Department</th>
<th>Illustrative Contributions to the Planning Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs/Provost</td>
<td>- Develop procedures to communicate with and account for teaching faculty in an emergency situation</td>
</tr>
<tr>
<td></td>
<td>- Develop plans to identify alternate facilities where institutional activities can be conducted in the event of the destruction, disablement, denial or lack of access to existing facilities</td>
</tr>
<tr>
<td>Academic Affairs/Provost (Continued)</td>
<td>Health Services/Counseling</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| • Identify and prioritize critical support services and systems  
• Identify and help ensure recovery of critical assets and information  
• Participate in the threat assessment team processes                                                                                                                                                                                                 | • Identify and train appropriate staff to provide developmentally and culturally appropriate mental health services  
• Train mental health staff on specific interventions  
• Provide basic training on available resources and common reactions to trauma for all staff (including administrators)  
• Train faculty and other staff on early warning signs of individuals who pose a potential danger  
• Identify both internal and external partners (consider local mental health agencies that may be able to assist, and develop a structure for support) and develop partnership agreements  
• Participate in the threat assessment teams and processes                                                                                                                                                                                                 |
| Life and Fire Safety Services                                                                                                                                                                                                                           | Facilities Services                                                                                                                                                                                                                                 |
| • Participate in vulnerability and hazard assessments  
• Review and update office standard operating procedures to align with federal guidelines  
• Develop procedures for pre-positioning resources and equipment  
• Review and update processes and procedures for state and federal disaster declaration requests  
• Develop, review, and update state and federally required environmental emergency response plans, including management procedures for the plans  
• Coordinate with public safety operations to develop the process and procedures for increasing public information  
• Provide warning system information                                                                                                                                                                                                                  | • Participate in vulnerability and hazard assessments  
• Identify sources for mutual aid agreements and assistance                                                                                                                                                                                                                                                                 |
| **Facilities Services (Continued)** | • Provide floor plans with room layout, electrical sources, and entrance and exit points for all campus buildings  
• Develop procedures for pre-positioning resources and equipment |
| **Food Services/Auxiliary Services** | • Identify possible threats and mitigation strategies relating to food safety  
• Develop procedures for providing food to students, staff, faculty, and community partners during a major emergency  
• Develop mutual aid agreements for obtaining, preparing, and distributing food |
| **Health Services** | • Develop procedures to determine if there are adequate supplies and equipment to triage for an emergency and to support community health partners  
• Develop procedures for mobilizing personnel on campus and at external sites  
• Develop procedures for developing mutual aid agreements  
• Develop pandemic flu and infectious disease plans  
• Develop a system for disease surveillance and tracking  
• Coordinate with local and state public health partners |
| **Human Resources** | • Develop plans to maintain the continuity of the payroll together with the business office during an emergency  
• Develop plans to maintain employee benefit services during an emergency  
• Develop plans to hire or replace staff with temporary employees, if needed  
• Develop plans to serve as the liaison or organizer, or both, of volunteer assistance in the event of an emergency  
• Prepare to execute components of the Continuity of Operations Plan (COOP) relating to staffing, including assessing faculty and staff availability, appropriation of personnel, and assisting employees with work-recovery needs (e.g., psychological help, time off for personal needs)  
• Develop processes to account for personnel during or after an event |
<table>
<thead>
<tr>
<th>Information Technology</th>
<th>Communications and Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop procedures and systems for checking critical information and alert systems to disseminate emergency information in an accessible format via a website, cell phone, e-mail, and other mechanisms.</td>
<td>• Develop, maintain, and implement as necessary a clear crisis communications plan.</td>
</tr>
<tr>
<td>• Coordinate beforehand with all departments to provide unified and factual messages to students, staff, faculty, families, and the media using multiple modalities, and in consideration of different language needs or accommodations, including effective communication with individuals with disabilities and others with access and functional needs, such as those who are blind or deaf.</td>
<td>• Coordinate beforehand with all departments to provide unified and factual messages to students, staff, faculty, families, and the media using multiple modalities</td>
</tr>
<tr>
<td>• Identify information technology resources needed to facilitate the emergency operations of all campus departments</td>
<td>• Develop pre-agreements with the media concerning debriefings and media holding areas during an emergency</td>
</tr>
<tr>
<td>• Identify the need for and sources of emergency communication devices (e.g., portable radios, cell phones)</td>
<td>• Designate a campus spokesperson</td>
</tr>
<tr>
<td>• Develop plans to continue academic programs that significantly use technology for teaching purposes</td>
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</tr>
<tr>
<td>Public Safety Operations</td>
<td>Residence Life</td>
</tr>
<tr>
<td>--------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• Develop procedures for reviewing and updating EOP</td>
<td>• Develop procedures to coordinate the need for on-campus housing, temporary shelters,</td>
</tr>
<tr>
<td>• Develop procedures for facilities and equipment, including testing systems</td>
<td>and temporary off-campus housing locations, including consideration of physical accessibility for individuals with disabilities and others with access and functional needs</td>
</tr>
<tr>
<td>• Develop procedures for mobilizing department of public safety personnel, and pre-positioning resources and equipment</td>
<td>• Develop procedures for mobilizing residential life personnel and pre-positioning resources</td>
</tr>
<tr>
<td>• Develop a process for managing incidents at the field level using the ICS</td>
<td>• Develop an on-call staffing system to ensure staff are available at all times</td>
</tr>
<tr>
<td>• Develop a process for communicating with and directing the central dispatch center, including the activation of the emergency contact list and/or EMNS</td>
<td>• Develop procedures for identifying resident students in need of emergency evacuation assistance</td>
</tr>
<tr>
<td>• Develop procedures to warn threatened elements of the population, including those individuals with different language needs or accommodations needs, including effective communication with individuals with disabilities and others with access and functional needs (e.g., those who are deaf or blind)</td>
<td>• Develop procedures for the evacuation and temporary shelter accommodations for resident students</td>
</tr>
<tr>
<td>• Ensure that hazardous material procedures are consistent with the state and local environmental safety hazardous materials plans</td>
<td>• Develop procedures for checking residential facilities and equipment</td>
</tr>
<tr>
<td>• Participate in threat assessment team and processes</td>
<td>• Participate on threat assessment team</td>
</tr>
<tr>
<td>• Become proficient in the understanding and use of the NIMS and ICS structures referenced in this document</td>
<td></td>
</tr>
</tbody>
</table>
Plan Fundamentals

In addition to the natural and man-made disasters outlined, the EOP may also be activated during a community or regional crisis that may impact Gettysburg personnel or business operations. For example, a utility outage in nearby areas, a serious toxic spill on a major highway, or a brushfire in a local area may necessitate an EOP activation to coordinate safety precautions or emergency information and support services for personnel.

Gettysburg College maintains that a major emergency in the community that affects our students, faculty, and staff is a College emergency.

EMERGENCY RESPONSE MISSION & PRIORITIES

In any emergency situation, Gettysburg College’s overriding mission is to:

I. Protect life safety
II. Secure our critical infrastructure and facilities
III. Resume business operations

General emergency response priorities follow from these goals. Naturally, the contextual characteristics of a particular emergency event (such as the time or day when an incident occurs) may require some adjustments within the following priority categories:

EMERGENCY RESPONSE PRIORITIES

1. Buildings used by dependent populations

Residences, academic, athletic, dining and administrative buildings; childcare center (Gettysburg Growing Place); auxiliary spaces

2. Buildings critical to health and safety

Medical facilities/health center, emergency shelters, food supplies, sites containing potential hazards

3. Facilities that sustain the emergency response

Energy systems and utilities, communications services, computer installations, transportation systems
Presidents Council (PC), members of CERT, DPS Officers, facilities personnel, some laboratory and facility managers, and others so designated by Division and Department Heads are considered “emergency personnel” during major emergencies or disasters, and their emergency roles and responsibilities are specified by this plan or by CERT.

EMERGENCY RESPONSE LEADERSHIP

CERT draws from the College’s senior administrative and academic leadership, coordinates the campus response to major incidents.

- The President and the Provost provide executive supervision for the entire emergency response process.
- The Incident Commander in most instances will be the Director of Public Safety or a senior member from the Department of Public Safety.

The President determines whether to activate the Emergency Plan and whether to convene all or part of the CERT, after emergency conditions have been verified by the Director of Public Safety or his/her designee.

The Incident Commander, after receiving approval from the President, instructs the Public Safety Communications Center and/or other members of the CERT Advisory Group to alert the CERT to inform them that a mobilization is required, and the Center notifies Team members.

When the CERT assembles, its responsibilities are to:

- Determine the scope and impact of the incident
- Prioritize emergency actions
- Deploy and coordinate resources and equipment
- Communicate critical information and instructions
- Monitor and re-evaluate conditions
- Coordinate with government agencies; if applicable

When emergency conditions abate, the College President and Incident Commander determine the appropriate time to de-activate the Emergency Plan.

THE EMERGENCY OPERATIONS CENTER (EOC)

CERT members report to a central Emergency Operations Center (EOC) to coordinate decisions and resources.

- The EOC is located in the large boardroom of Pennsylvania Hall.
- The primary alternate EOC site (if conditions are unsafe at Pennsylvania Hall) is the College Union Building, second floor, administrative area.
- Additional alternate EOC sites are (if conditions are unsafe at Pennsylvania Hall and the College Union Building or power and other parts of the campus infrastructure are negatively impacted) Specialty Dining, Central Energy Plant, the Department of Public Safety Headquarters building, the Majestic Theatre or other designated off-site location.

EOC equipment and supplies are maintained at the primary EOC location. Supplementary materials are also stored at Public Safety, which can be transported to any appropriate location if emergency conditions affect the functionality of the primary designated EOC site.
Designated administrative staff from the Department of Public Safety manages the Pennsylvania Hall EOC site and ensure its organization. Public Safety administrative staff ensures that appropriate data, contact information, equipment, and supplies are maintained.

When the President activates the EOP and convenes CERT, the senior public safety officer on duty (or an appropriate designee) opens the EOC facility, arranges its equipment and supplies, and coordinates its continued operation.

**SATELLITE OPERATIONS CENTERS (SOCs)**

Satellite Operations Centers may be located within the administrative functional areas of various Division heads and can serve as the pivotal communications interface between the Emergency Operations Center and the campus community during a major emergency or disaster. SOCs gather emergency impact data from their areas and account for their personnel, transmit reports to the EOC, and disseminate emergency instructions to constituents. SOCs are activated at the discretion of the President or his/her designee. SOCs also have oversight for department preparedness, response, and recovery planning and training.

**EMERGENCY LEVELS**

At Gettysburg College, emergency incidents are classified according to their severity and potential impact, so that emergency response operations can be calibrated for actual conditions.

**LEVEL 1 - A minor, localized department or building incident** that is quickly resolved with existing College resources or limited outside help. A Level 1 emergency has little or no impact on personnel or normal operations outside the locally affected area.

A Level 1 incident does not require activation of the EOP. Impacted personnel or departments coordinate directly with operational department personnel from Public Safety, Facilities Operations or other units to resolve Level 1 conditions. In some incidents, the Executive Director of Communications & Marketing will be asked to activate public information systems to provide necessary bulletins.

Examples: Gas odor complaint, localized chemical spill, plumbing failure or water leak.

**LEVEL 2 - A major emergency that disrupts sizable portions of the campus community.**

Level 2 emergencies may require assistance from external organizations. These events may escalate quickly, and have serious consequences for mission-critical functions, and/or life safety. The Incident Commander receives intelligence from responding operational departments or from the Public Safety Communications Center, determines Plan activation, and confers with the President regarding full or partial activation of CERT and the EOC.

The Incident Commander evaluates the scope of the incident, coordinates incident response and recovery, and provides emergency announcements and information through communications and marketing. The President will decide who should be alerted and whether the full CERT or partial CERT should be activated, depending on the nature of the emergency.
Examples: Building fire or explosion, bioterrorism threat incident, major chemical spill, extensive power or utility outage, severe flooding. ALSO: an existing or imminent external emergency that may affect Gettysburg College personnel or operations.

LEVEL 3 - A disaster involving the entire campus and surrounding community.

Normal College operations are suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires College-wide cooperation and extensive coordination with external jurisdictions. The EOP is automatically activated and all CERT Team members report to campus and to the activated EOC. SOCs will most probably be engaged in the College’s emergency response. Field Command Posts may be set up to support the distribution of resources, personnel, or information.

Examples: Mass Casualty Incident; Tornado touchdown with campus damages.

SOME IMPORTANT NOTES:

• This EOP pertains to Level 2 and Level 3 emergencies only.

• The designation of a major incident’s emergency level is made by the Incident Commander, in consultation with and approval from the President.

• The designated level for an incident may change as emergency conditions intensify or ease.

• Evacuations or campus closures are authorized by the CERT, and are announced from the College EOC.

Emergency Response

EOC COMMAND STRUCTURE

The College coordinates its emergency preparedness planning with the Borough of Gettysburg, Adams County, and other agencies and organizations to ensure that campus procedures are consistent with current government practice, and that Gettysburg College is able to maintain effective emergency communications and coordination during an incident.

The organization of the campus Emergency Operations Center is based on the Incident Command System as outlined and described by the National Incident Management System (NIMS). NIMS is an emergency management model used by federal, state, county, and municipal agencies that assigns personnel at an EOC to functional working groups to maximize efficiency.
EMERGENCY OPERATIONS

During an emergency it is vital that a command structure be quickly established to coordinate resources and communicate effectively to other agencies and the campus community. When an emergency situation happens at the college, the Public Safety on-duty supervisor or senior officer will immediately notify the on-call Director. The on-call Director will then be responsible for determining the initial response needed for that particular situation. The director will use the threat matrix to determine any emergency mass notification needs, establish an on-scene incident command post, and contact the President of the College or his/her designee and determine the appropriate response level. If the President activates CERT, then an Emergency Operations Center will be identified and established (typically the Penn Hall large boardroom). The on-call director and Public Safety communications center will notify all CERT members by the best method available (typically through the EMNS text messaging system) and inform them to report to the identified EOC – (this notification process may be delegated to another member of CERT in order to allow DPS to manage and respond to the emergency incident).

Emergency Communications

1. During unusual occurrence situations, the Department of Public Safety communications center will serve as the focal point for the communications needs of all College personnel involved. These needs may include:

   a. Notification of key College officials.

   b. Dispatch of emergency personnel and equipment as requested by on-scene personnel.

   c. Dedication of radio frequencies for the exclusive use of those involved in the occurrence.

   d. Dissemination of additional, pertinent information as it is received.

   e. Serving as the contact point for other responding or inquiring external agencies.

2. In major incidents where the unusual occurrence plan of another jurisdiction has been implemented, that agency's communications center may take over primary responsibility for communications needs. The assisting agency may provide communications personnel and portable communications equipment to DPS, or may request DPS to provide the same to the command post or mobile communications center to insure communication needs are adequately maintained by all on-scene personnel.

Emergency Operations Center (EOC)

When a major emergency occurs or is imminent, it shall be the responsibility of Public Safety and CERT to set-up and officially establish an appropriate Emergency Operations Center to deal with the situation. The primary and alternate EOCs have already been designated (as outlined above).
In some cases, a remote EOC may be needed if the incident involves the entire campus and CERT members cannot access the EOC locations. In addition to locations already identified, the Gettysburg Hotel, Gettysburg Fire Station or Adams County Emergency Services Building may serve as appropriate alternative sites depending upon their availability.

**National Incident Management System- (NIMS)**

NIMS is the first-ever standardized approach to incident management and response. Developed by the Department of Homeland Security and released in March 2004, it establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations.

Developed by the Secretary of Homeland Security at the request of the President, the National Incident Management System (NIMS) integrates effective practices of emergency services response into a comprehensive national framework for incident management.

NIMS will enable responders at all levels to work together more effectively and efficiently in order to successfully manage domestic incidents no matter what the cause, size or complexity; including catastrophic acts of terrorism and disasters.

Federal agencies are also required to use the NIMS framework in domestic incident management and in support of state and local incident response and recovery activities.

**The benefits of the NIMS system:**

- Standardized organizational structures, processes and procedures;
- Standards for planning, training and exercising;
- Personnel qualification standards;
- Equipment acquisition and certification standards;
- Interoperable communications processes, procedures and systems;
- Information management systems with a commonly accepted architecture;
- Supporting technologies – voice and data communications systems, information systems, data display systems, specialized technologies; and
- Publication management processes and activities.

**NIMS Training Requirements**

CERT members will be periodically given a basic introduction course on NIMS – as deemed appropriate and dependent upon CERT membership turn-over, etc.. This basic course has been developed by certified NIMS instructors, but modified for a higher education environment. CERT members will be asked to complete the online NIMS certification course(s) as an additional certification opportunity. Public Safety personnel are required to complete on-line NIMS and LE(law enforcement) courses. Public Safety
Supervisors and Administrators are required to complete the NIMS multi-hazards management course. Some members of CERT may be asked to complete advanced NIMS courses, programs, and certifications.

**NIMS RESPONSE KIT**

Public Safety will maintain a NIMS Response Kit. This kit will contain four portable work stations for each of the NIMS branches: Operations, Planning, Logistics and Administration/Finance. When CERT is activated, members will be assigned by the President/Emergency Director to one of those branches with Vice Presidents typically assigned as the Branch Leaders. Depending upon the size, scope, and complexity of the emergency being managed, some of these NIMS branches/positions may be combined for greater efficiency and effectiveness – for example, logistics combined with finance and administration and planning combined with operations.

The kit will also contain maps, building layouts, visual aid tools and normal office accessories. The kit has a complete inventory of all pertinent NIMS forms.

An on-line/electronic emergency response bulletin board has been developed that contains all applicable policies, procedures, checklists, maps, building plans, and response protocols for CERT to use as part of an active EOC. Additionally, the local police and fire departments have thumb drives containing campus building plans and response protocols for their use in the event of a campus emergency requiring their response and mitigation.

**INCIDENT COMMAND SYSTEM (ICS)**

ICS is a standardized on-scene incident management concept designed specifically to allow emergency responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries.

In the early 1970s, ICS was developed to manage rapidly moving wildfires and to address the following problems:

- Too many people reporting to one supervisor – (span of control concerns);
- Different emergency response organizational structures;
- Lack of reliable incident information;
- Inadequate and incompatible communications – (lack of interoperability);
- Lack of structure for coordinated planning among agencies;
- Unclear lines of authority – (chain of command issues/concerns);
- Terminology differences among agencies; and Unclear or unspecified incident objectives.

In 1980, federal officials transitioned ICS into a national program called the National Interagency Incident Management System (NIIMS), which became the basis of a response management system for all federal
agencies with wildfire management responsibilities. Since then, many federal agencies have endorsed the use of ICS, and several have mandated its use.

An ICS enables integrated communication and planning by establishing a manageable span of control. An ICS divides an emergency response into five manageable functions essential for emergency response operations: Command, Operations, Planning, Logistics, and Finance and Administration.

The figure below demonstrates a typical ICS structure:

![ICS Diagram](image)

The Incident Command System (ICS) is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in domestic incident management activities. It is used for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade, including acts of catastrophic terrorism.

ICS is used by all levels of government—Federal, State, local, and tribal, as well as by many private-sector and non-governmental organizations. ICS is usually organized around five major functional areas: command, operations, planning, logistics, and finance and administration. A sixth functional area, Intelligence, may be established if deemed necessary by the Incident Commander, depending on the requirements of the situation at hand.

Some of the more important “transitional steps” that are necessary to apply ICS in a field incident environment include the following:

- recognizing and anticipating the requirement that organizational elements will be activated and taking the necessary steps to delegate authority as appropriate;
- establishing incident facilities as needed, strategically located to support field operations;
- establishing the use of common terminology for organizational functional elements, position titles, facilities, and resources; and
• rapidly evolving from providing oral direction to the development of a written Incident Action Plan.

**Incident Command Post (ICP)**

The ICP signifies the location of the tactical-level, on-scene incident command and management organization. It typically comprises the Incident Commander and immediate staff and may include other designated incident management officials and responders from Federal, State, local, and tribal agencies, as well as private-sector and non-governmental organizations. Typically, the ICP is located at or in the immediate vicinity of the incident site and is the locus for the conduct of direct, on-scene control of tactical operations. Incident planning is also conducted at the ICP; an incident communications center also would normally be established at this location. The ICP may perform local EOC-like functions in the context of smaller jurisdictions or less complex incident scenarios.

If the emergency involves only one building or a small part of campus, a DPS patrol or utility vehicle (which may serve as the on-scene command center) is to be placed near the scene as is reasonably possible, but allowing clear and easy access for possible fire or other emergency vehicles that may be responding. At least one uniformed officer or public safety dispatcher is to staff the command center at all times or until the emergency ends. Normal office equipment (clipboard, note-pads, pencils etc.) may be needed at the scene.

1. An incident command post is defined as the location from which a response to an unusual occurrence is planned and controlled. The incident command post focuses authority and command at an identifiable location.

2. The first officer on the scene is responsible for establishing at least a temporary incident command post, which may be nothing more than the officer's vehicle. However, after the incident is initially stabilized, the command post may be moved to a more advantageous location.

3. DPS is considered a primary site for an incident command post as it has a conference room for incident commanders to make decisions, adequate kitchen and restrooms as well as multiple computers and office equipment.

4. Although the location of, and the facilities required by, an incident command post will be governed by the nature and location of the unusual occurrence; desirable characteristics of a command post include:
   - Telephone service with multi-line capabilities
   - Electricity
   - Restroom facilities
   - Climate control
   - Adequate space
   - Proximity to the scene
   - Adequate parking
   - Cell Phones
5. Staging Areas: Staging areas are established for temporary location of available resources. Staging Areas will be established by the Operations Section Chief to enable positioning of and accounting for resources not immediately assigned. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. Staging Areas may include temporary feeding, fueling, and sanitation services. The Operations Section Chief assigns a manager for each Staging Area, who checks in all incoming resources, dispatches resources at the Operations Section Chief’s request, and requests Logistics Section Support, as necessary, for resources located in the Staging Area. Personnel check-in with the Resources Unit at the Staging Area, while supplies and equipment are checked in with the Supply Unit. If neither of these functions is activated, resources report to the staging area manager for direction.

Staging areas will be established when it appears an unusual occurrence will reach major proportions and a large amount of outside assistance and equipment will be required. The purpose of the staging area is to serve the EOC in fulfilling requests for personnel, equipment, supplies, etc., and allowing the EOC to devote all of its resources to managing the emergency situation along with determining business continuity needs, etc.

Staging areas will be identified based on the size, scope, nature, location, and magnitude of the emergency. Staging areas are properly positioned and placed depending upon a particular group’s mission and responsibility to the emergency. For example, a staging area for emergency response personnel or medical triage personnel would need to be positioned close to the ICP or incident scene; however, a media staging area, logistics/support staging area, or “student/parent pick-up” staging area may need to be further away from the immediate scene to ensure or enhance community safety.

EOC AND ICS EQUIPMENT

- CERT-NIMS Mobile Response Kit
- Barricades, barrier tape & signs;
- Portable public address system - bullhorn;
- First-Aid kit;
- Campus telephone directory, including the campus emergency notifications list and local telephone directory to include the Yellow Pages.
- Maps of the Campus and surrounding communities
- Portable battery-powered AM radio (with extra batteries)
- Portable chalk/white board
- Supplies (pencils, pens, paper, steno pads, scotch tape, masking tape, felt markers, stapler, staples, telephone message pads, legal pads, rubber bands, paper clips, binder clips, highlighter pens, rulers, post-it notes, three hole punch, etc.)
- Name tags
- Easel with flip charts
- Clipboards
- Copy of the EOP
- Copier w/copy paper
- Fax machine
- Folding tables
- Multiple Telephone Lines with cords for portability
- Portable Radios & Batteries
- Television set
- Cell phone w/extra batteries and charger
- Wall clock
- Three-ring binders
- Laptop portable computers

INCIDENT ACTION PLAN

Sound, timely planning provides the foundation for effective domestic incident management. The NIMS planning process described below represents a template for strategic, operational, and tactical planning that includes all steps an Incident Commander and other members of the CERT should take to develop and disseminate an Incident Action Plan (IAP).

The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required in the development of a written IAP.

A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of incident management teams. The planning process should provide the following:

- current information that accurately describes the incident situation and resource status
- predictions of the probable course of events
- alternative strategies to attain critical incident objectives; and
- an accurate, realistic, IAP for the next operational period

Five primary phases must be followed, in sequence, to ensure a comprehensive IAP. These phases are designed to enable the accomplishment of incident objectives within a specified time-frame. The IAP must provide clear strategic direction and include a comprehensive listing of the tactical objectives, resources, reserves, and support required to accomplish each overarching incident objective. The comprehensive IAP will state the sequence of events in a coordinated way for achieving multiple incident objectives.

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

The five primary phases in the planning process are:

1. Understand the Situation.
   The first phase includes gathering, recording, analyzing, and displaying situation and resource information in a manner that will ensure a clear picture of the magnitude, complexity, and potential impact of the incident; and the ability to determine the resources required to develop and implement an effective IAP.
2. Establish Incident Objectives and Strategy.
The second phase includes formulating and prioritizing incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies. Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors; estimated costs; and various environmental, legal, and political considerations.

3. Develop the Plan.
The third phase involves determining the tactical direction and the specific resources, reserves, and support requirements for implementing the selected strategy for one operational period. This phase is usually the responsibility of the Incident Commander, who bases decisions on resources allocated to enable a sustained response. After determining the availability of resources, the Incident Commander develops a plan that makes the best use of these resources.

Prior to the formal planning meetings, each member of the Command Staff and each functional Section Chief is responsible for gathering certain information to support these decisions. During the Planning Meeting, the Section Chiefs develop the plan collectively.

4. Prepare and Disseminate the Plan.
The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

5. Evaluate and Revise the Plan.
The planning process includes the requirement to evaluate planned events and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

EMERGENCY INFORMATION AND CRISIS COMMUNICATIONS

In any emergency, notifications to affected students, faculty, staff, and the public must begin at once, as the emergency response itself begins.

During a limited Level 1 incident, response units simply alert key Department managers of the situation and provide updates throughout the course of the event. In some cases, the CERT Public Information Officer may issue bulletins to affected units. Making timely internal and external emergency announcements during a Level 2 or Level 3 emergencies requires a much broader approach involving many participants. Students, faculty, staff, and the public must know what happened, where it happened, and what to do next.

Crisis communications is coordinated and executed by the Office of Communications & Marketing. The Executive Director is a member of the CERT Core Group and runs the EOC Public Information Section. The Director of Communications & Media Relations is a member of the CERT Advisory Group.
and by default the Public Information Officer (PIO). The Executive Director and Director of Communications & Media Relations are supported by other applicable members from the office and work in conjunction with the EOC Incident Commander and/or President to determine how often and to what extent to issue communications.

During a crisis, communications to and with the campus community are vital for saving lives and reducing risks and fear. Once an emergency incident is identified, the PIO along with designated staff from the crisis communications team will be responsible for addressing further communications to the campus community and managing the media. This team uses a multitude of communications tools (see attached Crisis Communications matrix).

**The Crisis Communications Team includes:**

- Executive Director of Communications & Marketing
- Director of Communications & Media Relations
- Senior Assistant Director of Communications
- Director of Web Communications
- Assistant Director of Communications
  
  (Others staff members may be pulled in as necessary from Communications & Marketing.)

The crisis communications team will form either in the EOC or within close proximity. This group will gather information about the incident and disseminate the information through agreed upon methods. The same communications tools will be used throughout the incident, until the incident is rendered safe, in order to streamline the communications and ensure the consistent delivery of important messages. This coordinated approach to disseminating crisis communications will provide critical, reliable, and consistent information.

**Responsibilities of the Crisis Communications Team:**

1. Provide recommendations of crisis communications to the President and/or Incident Commander

2. Coordination of all College crisis communications response efforts; review and approve information to be communicated, relative to the crisis, to all appropriate constituencies: students, parents, alumni, community, media, etc

3. PIO is responsible for communicating and managing the media

4. Assess and collect feedback on the College’s communications efforts during the crisis and provide recommendations to the President and/or IC moving forward

**The Crisis Communications Team will follow the following guidelines and principles:**

1. The safety and security of individuals is to be considered of paramount importance.

2. The President, PIO, Incident Commander, or designee will serve as spokesperson(s) for the College. Information from the institution will flow from one source during the crisis. That source can change depending on the nature of the crisis.
3. Information will be provided as fully and rapidly as possible to the appropriate outlets, consistent with safety, accuracy, and privacy concerns. Release of information must be cleared with the President, PIO, Incident Commander, or designee.

4. Information flow in time of crisis may include: faculty and staff; student leaders; trustees; alumni leaders; and appropriate governmental or other external agencies. As deemed appropriate by CERT, the College will also communicate directly with students, parents, alumni, and trustees depending on the nature and rhythm of the crisis.

5. The Crisis Communications Team assignments will take precedence over ordinary tasks. The Crisis Communications Team decisions will be relayed through the highest appropriate organizational level consistent with the need to implement crisis decisions promptly and effectively.

TIMELY WARNINGS/SAFETY ALERTS:

Numerous and diligent efforts are made to advise members of the campus community about crime related problems. The college's duty to inform students and campus community members of threatening situations is taken seriously, and as a result, information related to crime and criminal activity is provided to the community in an accurate and timely fashion. Because awareness is essential to effective crime reduction, the College will release information, which can be used by students and other College community members to reduce their chances of becoming victims. The Department of Public Safety issues timely warnings or Safety Alerts to campus community members informing them of incidents/crimes impacting the campus community and/or surrounding Gettysburg Borough. This information may be disseminated to campus community members via a variety of mechanisms or mediums. Depending on the particular circumstances, a timely warning or Safety Alert will be issued by the Director of Public Safety or his/her designee and the information may be disseminated by using one or a combination of the following: e-mail distribution; social media including the College Twitter and Facebook accounts; various campus publications; the distribution of flyers; and/or activation of the GBurg Alert System to advise the community of the situation. The use of electronic mail messages is the most common means of distribution for timely warnings or Safety Alerts.

The decision to issue a timely warning or Safety Alert is made by the Director of Public Safety in coordination and consultation with the Vice President for College Life and Dean of Students. Safety Alert notices are submitted to the campus community on certain crimes that represent a continuing threat to students and employees and that were reported to officials with significant responsibility for student and campus activities, campus public safety, or the local police. Campus officials not subject to the timely reporting requirement are those with significant counseling responsibilities who were providing confidential assistance to a crime victim, such as pastoral counselors and professional counselors.

Emergency Mass Notification System

Gettysburg College maintains an emergency mass notification system that was created to reach the campus community in a reasonable manner informing them of a possible threat to their personnel safety. It has been proven that if people are provided with an appropriate advanced warning, they then can respond to a threat thereby increasing likelihood of reduced injuries and deaths from the threat. These emergency notification systems were developed subsequent to the College’s threat assessment review that took place over the summer of 2007 as part of a broader emergency operations overview and in response to the Virginia Tech incident and related incidents at college campuses throughout the United States.
There is a complete package of communications tools and methodologies used to inform the campus community of an impending threat. These tools include the following:

- an external audio alert warning siren
- cell phone text or voice messaging
- electronic and voice-mail messaging
- college cable channel # 75
- main web-page
- specially designed emergency web-page
- network alert “pop-ups”
- campus “hotline”
- campus radio station (possible – dependent upon the timing of the incident/station not always open)
- leaflets
- bull-horns and public address systems installed in Public Safety vehicles
- on foot personal notifications by Public Safety and College staff
- department phone chains

A threat matrix has been developed to identify the correct form of communication tool to be used for a variety of possible threats. (See Threat matrix). The audible siren has been installed in the bell tower of Glatfelter Hall.

The siren will typically be used in conjunction with the cell-phone text messaging system and related notification processes to ensure community members are made aware of serious emergency situations occurring on or near campus that may impact their personal safety. The siren emits a very unique and distinctive alarm for a timeframe of up to four minutes that will be easy to recognize and won’t be confused with other area sirens used as part of the fire and emergency response services.

The cell phone text messaging system is designed to immediately and simultaneously notify participating members of the campus community of serious emergency situations that may have a direct impact on their personal safety. The Director of Public Safety or his/her designee in his/her absence has been authorized by the President to implement a campus-wide emergency mass notification for all incidents that pose an immediate threat to campus community members wherein time is critical and an immediate, quick notification to the campus may result in keeping community members away from a crisis area thereby reducing victimizations and/or casualties. The Director of Public Safety and other CERT members have the authority and capability to send emergency messages from on/off campus.

Follow-up communications or continuing emergency communications would then be coordinated through the PIO as previously stipulated.

When the emergency mass notification system is activated to notify the campus community of an actual campus emergency, community members should seek “shelter-in-place.”
Shelter-in-Place during a Campus Emergency

If you cannot evacuate or it is unsafe to evacuate: “shelter-in-place” means to take immediate shelter wherever you happen to be at the time of a “shelter-in-place” notification – in campus housing, in privately owned housing near campus, in an academic or administrative building, etc. Community members should remain in a “shelter-in-place” status until the all clear is communicated by emergency response personnel via an emergency rapid communications system(s).

College authorities may instruct you to "shelter-in-place" if a condition exists that is potentially life threatening and has an immediate threat to the health and personal safety of the campus community. Immediate threats would include but not limited to; active shooter incidents, mass violent acts, tornadoes, earthquakes, terrorist attacks, and hazardous materials incidents.

Every “Shelter-in-Place” notification to the campus community will be communicated by sounding the Emergency Warning Siren and activation of the Emergency Rapid Notification System, which includes voice and text messaging to cell phones, campus voicemail notifications, and electronic mail messages.

If you are Indoors:

- Stay in a safe location, close windows and lock doors
- Do not use elevators
- Stay low in the room
- Remain in your location until advised otherwise

If you are Outdoors:

- If possible, seek indoor shelter
- If an indoor shelter is not available and there is not time for escape, seek cover

All student cell-phone numbers are regularly collected and included as part of the emergency notification process. Employees are encouraged to sign-up for the service through CNAV and it has been offered to them as an option rather than a requirement.

INCIDENT PREPAREDNESS DRILLS AND TABLE-TOP EXERCISES:

The Emergency Mass Notification System (EMNS) will be tested each academic semester to ensure that all systems are working properly and that emergency managers maintain a working knowledge of the system. These tests will also be educational moments for the campus community to remind them that this system does exist and that it is a working and functioning system that they can rely upon.

CERT will perform periodic tabletop exercises in order to practice the implementation of the campus’ emergency operations plan and supplement emergency policies and procedures. The Director of Public Safety, in coordination with the Office of the President, will be responsible for scheduling and conducting these tabletop exercises. One CERT tabletop exercise per academic year will occur with the entire CERT Group.
Emergency Evacuation Drills and Fire Prevention Programming:

Fire/emergency evacuation drills are conducted twice per semester in Residence Halls and Fraternities and one per semester in academic and administrative buildings. Emergency Evacuation Drills are conducted to familiarize occupants with emergency egress from a building and to establish conduct of the drill to a matter of routine. Drills will include suitable procedures, such as room-to-room checks, to ensure that all persons subject to the drill participate. Any person who fails to participate in a drill will be subject to disciplinary action by the appropriate authority. In the conduct of drills, emphasis shall be placed on orderly evacuation rather than speed. Drills shall be held at expected and unexpected times, and under varying conditions to simulate the unusual conditions that can occur in an actual emergency. Participants shall relocate to a safe location outside the building and remain at such location until a recall signal is given or further instruction and information are provided. Additional fire safety prevention training/programming occurs at the end of each fire/evacuation drill, at first-year orientation, during RA, RC, and CL training, and during special campus events throughout the year.

THREAT ASSESSMENT:

Gettysburg College regularly and periodically conducts campus threat and vulnerability assessments as part of its institutional risk management strategy. These assessments consider the full spectrum of threats (i.e. natural, criminal, terrorist, accidental, etc.) for the campus. Threat assessments are typically conducted by the CERT Advisory group and sub-committees of that group. The results of these assessments help guide Gettysburg College’s application of protective measures and emergency planning assumptions.

BEHAVIORAL ASSESSMENT:

The Division of College Life has established a behavioral assessment group in response to incidents of violence on college campuses throughout the Nation. The purpose of the Student Behavioral Group is two-fold. First, identify and to centrally manage a caseload of specific students that may be showing signs of distress or other issues and ensure that they are getting the support and resources that they need in order to succeed academically and socially at Gettysburg College. This includes having a comprehensive conversation about how specific students should be supported and/or held accountable by connecting them with the appropriate resources in the College and greater community. The second purpose of this group is to coordinate education and develop communication protocols for all members of our community to address and refer students that there might be concerns about. Primarily, the group will work with the community to refer all students of concern to the Dean of Students office at (717)-337-6921. Exceptions include cases where someone may suffer imminent harm, in which case members of the community are directed to immediately contact the Department of Public Safety at (717) 337-6911.

Behavioral Assessment Group Members:

Assistant Dean and Director of Residence Life
Director of Health and Counseling
Associate Dean for College Life
Assistant Dean and Director of Department of Public Safety/Greek Life
Associate Dean for Academic Advising
Vice President for College Life and Dean of Students (chair)
Director of Student Rights and Responsibilities
Assistant Director of Residence Life

(Other persons as deemed necessary and appropriate)

CRIME REPORTING/REPORTING OF CRIMINAL ACTIONS OR EMERGENCIES:
To report a crime or emergency, members of the community should call the Department of Public Safety by dialing 337-6911 or on campus extension 6911. Campus community members can also report crimes in person to the Department of Public Safety at the Public Safety office located at 51 West Stevens Street. Crimes or emergency situations can be reported to the Gettysburg Borough Police or local emergency services by dialing 911. The Department of Public Safety has been designated by Gettysburg College as the official office for campus crime reporting. Crimes or serious incidents can also be reported to the Department of Public Safety by calling the tips line (toll free) at 1-877-706-2525 or by accessing the community concern web-based form at:

http://www.gettysburg.edu/about/offices/college_life/care/submit-a-concern/

The Department of Public Safety responds to all reports of crimes and/or emergencies that occur on-campus or within a campus controlled, owned, operated, and/or recognized facility, building, residence hall, or area. Public Safety personnel also have the ability to notify Adams County emergency dispatchers of emergency situations occurring on-campus via portable, mobile, and fixed two-way radio communications systems and transferring telephone calls to the 911 emergency center. This system allows Public Safety to summon assistance from emergency responders if deemed necessary and appropriate. This direct radio link and communications interoperability with the Adams County Communications Center and responding emergency services personnel also affords officers the ability to communicate directly with emergency responders and police personnel without unnecessary delay. Incidents occurring on-campus, within residence halls or non-campus buildings, or on recognized private property adjacent to or contiguous to College owned, controlled, operated, or recognized facilities, buildings, or areas are documented and processed for further investigation and review by the Director of Student Rights and Responsibilities and/or the local Gettysburg Borough Police depending upon the nature of the crime or emergency and the involvement of the local Gettysburg Borough Police. Gettysburg College and the Department of Public Safety strongly encourage all of its campus community members to report emergencies or criminal incidents accurately and promptly to the Department of Public Safety and the Gettysburg Borough Police. All phone lines routed to Public Safety are staffed 24 hours a day by professional full-time and part-time communications officers. To obtain information or request any public safety or safety escort services, community members should call 337-6912 or extension 6912.

The Department works closely with College Life and Facilities Services to insure a safe environment. The Gettysburg Borough Police, Pennsylvania State Police, the National Park Service, Cumberland Township Police, Gettysburg Hospital’s paramedics, the local fire department and its ambulance corps support the Department. Located throughout campus are well-marked exterior phones. These phones access the campus phone system and can be used like any campus extension; for example, to obtain emergency assistance (extension 6911), contact community members, or obtain general information. When placing an emergency call, remember to stay on the line and wait for the dispatcher to end the call. These exterior phones should be used when seeking information and/or reporting activities – to include criminal incidents. If a member of the community finds any of these phones inoperative or vandalized, they should call the Department so that the phone can be repaired or replaced as quickly as possible.
CAMPUS ENFORCEMENT AUTHORITY:

All students and employees are encouraged to promptly report all on-campus crime and suspicious activities to the Department of Public Safety. While off-campus, students and employees are encouraged to contact the local police department. Public Safety Officers have no arrest authority beyond that of an ordinary citizen; however, they may cite offenses and refer them to the local police or campus judicial officials. The Department has a working relationship with the Gettysburg Borough Police, Pennsylvania State Police, Cumberland Township Police and National Park Service. The College and the Department cooperate with law enforcement agencies to maximize the effectiveness of police services to the campus community. The Vice President for College Life and Dean of Students in conjunction with the Director of Student Rights and Responsibilities coordinate disciplinary action for matters that are violations of College rules.

Campus Awareness and Education

There has been established several different methods of educating employees, students and visitors to the campus about the Emergency Mass Notification System. The Crisis Communications Management Team and Department of Public Safety are responsible for the ongoing education and maintenance of these awareness methods.

1. **Academic Emergency Response Guide Posters**- Each lecture hall, seminar and conference rooms, laboratories, and general class rooms display these posters to quickly provide quick tips to any occupant regarding emergencies on campus.

2. **Academic Response Checklist Guides**- Every campus department is provided a checklist to keep by the central office area for each department to act as a quick reference guide in response to an emergency. Public Safety will distribute these to each department on a yearly basis and have copies available for new employees.

3. **New Employee Orientation** – Human Resources conducts New Employee Orientation throughout the year to inform new employees about different departments and policies on campus. Emergency information is distributed to new faculty and periodically to current faculty as determined by the Provost.

4. **Residence Life Professional and Student Staff Orientation** – Residence Life Office conducts professional and student staff orientation programs before each fall semester. Public Safety participates in this program and has added Emergency Response to their original information program.

5. **New Student Orientation**- The College Life Division provides all new students with an initial orientation program upon their arrival to campus in the fall semester. Public Safety participates in this program and has added Emergency Response to their original information program.

6. **Public Safety WebPages**- Emergency Response Information can be located on the Public Safety website.
7. **Emergency Mass Communication System Semesterly Testing** – During each semester, the emergency mass notification system will be tested. Public Safety will send out mass email notifications to the campus community and post flyers throughout campus buildings providing advance notice of the upcoming quarterly test and reminding community members of the notification system and common protocols associated with this notification system/process.

### Threat Response Matrix

The threat matrix allows emergency managers to quickly make proper notification using the appropriate communications tools to the campus community without delay. This system has developed prepared messages known as canned messages. The canned messages allow emergency managers the ability to provide some instructions to the campus community when activating this system. The messages are intended to be brief and give enough information for a person to make sound reasonable decisions regarding the pending threat.

<table>
<thead>
<tr>
<th>Crisis Communications Incident Matrix</th>
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<tbody>
<tr>
<td><strong>Incident</strong></td>
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<tr>
<td>Accidental Death</td>
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<tr>
<td>Active Shooter</td>
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<tr>
<td>Aggravated Assault</td>
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<tr>
<td>Armed Robbery or In Imminent Threat</td>
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<tr>
<td>Fire/Building</td>
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<tr>
<td>Bomb Threat</td>
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<tr>
<td>Hazardous Materials</td>
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<tr>
<td>Health Notification</td>
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<td>Non-Ongoing Emergency</td>
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<td>Missing Person</td>
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<td>Missing Person</td>
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<td>Natural Hazards</td>
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<td>Natural Hazards</td>
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<tr>
<td>Suicidal</td>
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<td>Tornado Warning</td>
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</table>
EMERGENCY RESPONSE

This coordinated approach to disseminating critical emergency announcements will provide quick, reliable and consistent information to our community and will reduce general demand on vital emergency communications lines.

In the event that emergency conditions disrupt power, cellular, and/or telephone service, emergency information, along with all emergency communications, will be profoundly restricted. Messengers and radios will be used until systems can be restored.

EARTHQUAKE RESPONSE

Earthquake impact assessment during a Level 3 disaster is managed from the central College EOC, which works closely with any established Satellite Operations Centers, using a variety of resources to determine whether buildings will be open for full or restricted use, or closed for repairs or remediation of specific conditions.

The first step in the building inspection process consists of immediate visual inspections of building exteriors. These are performed by

- Public Safety and responding EOC team personnel who survey conditions at key buildings from their vehicles.
- Building Assessment Teams (BATs)” based in local Satellite Operations Centers will be designated by division and/or department heads to examine building exteriors in their assigned jurisdiction. The BATs will be primarily comprised of facilities management personnel or teamed with facilities personnel who have some knowledge on structural issues as they relate to a post-earthquake inspection process. BATs do not enter buildings, but send reports on exterior damage characteristics to their SOCs and to the central EOC.

Detailed safety inspections are performed by:

- Structural engineers contracted specifically for disaster response.
- Public Safety Life and Fire Safety Personnel.
- Facilities Operations utilities and systems personnel

DISASTER MEDICAL OPERATIONS

The Student Health Services Center will be designated the Satellite Operations Center for disaster medical operations and Health Services Staff personnel will be responsible for coordinating disaster medical operations on campus.

During a disaster, Student Health Services Center expands its regular mission within College Life to:

- Provide medical service to both students and employees on campus,
- Organize counseling support services,
• Coordinate with trained Public Safety Officers and appropriate emergency responders to assist in providing first aid, patient assessment, and overall patient care.

• Interface with the College Emergency Operations Center (EOC), Gettysburg Hospital and Clinics, and other community medical service providers, as necessary.

To provide disaster medical services, the Health Services SOC would be established to bring health care professionals, support staff, and volunteers together to:

• Collect, triage, and treat injured students and employees.
• Communicate casualty information to the College EOC and to appropriate emergency medical agencies.
• Arrange transport for patients whose injuries require specialized treatment or hospitalization.
• Provide human services, as a coordinated effort with the Gettysburg Hospital and other applicable health care facilities.

During area-wide campus emergencies that do not include a disaster medical response and activation of the Health Services SOC, the Director of Student Health Services is a member of the EOC Advisory Group.

The Health Services Satellite Operations Center is activated by the President at the EOC, in consultation with the Incident Commander. Typically this will occur during a Level 2 (major emergency) or Level 3 (regional disaster) event when there is a life safety danger or threat of a life safety danger.

The main Health Services facility, if safe and serviceable following the disaster, is the primary site for disaster medical operations. If emergency conditions render the Health Services Building unsafe, or if the building’s status is indeterminate, the alternate treatment location can be the Athletics complex or outdoors, within the grass area between the health services center and athletics complex. Other alternative sites may be necessary dependent upon the disaster and the damage to the areas described. Given the complexity of a disaster and configuration of the Gettysburg campus, injured individuals may not be able to reach the health Services center. The following locations have been identified as potential sites for “Field First Aid Stations” operated by the responders from the health Services Center, Public Safety or appropriately trained volunteers (persons trained in first aid and CPR would be considered appropriately trained to assist) – some or all could be activated, depending on conditions.

Potential Field First Aid Station sites:

1. Department of Public Safety
2. Admissions
3. Memorial Field (athletic field between the CUB, Plank Gym, and Masters Hall)
4. Chapel
5. Glatfelter Lodge
6. Library
7. Musselman Field
8. Clark Field
The following strategies address communications, personnel, and supply issues with respect to medical operations:

(1) **COMMUNICATIONS**

The College Emergency Operations Center, Health Services Center, and Adams County Emergency 911 Center, through the College’s Public Safety Communications Center, have the ability to effectively and efficiently communicate with each other during a disaster situation.

(2) **PERSONNEL**

The College EOC will communicate possible requests for additional medical personnel directly to the Adams County Emergency 911 Center.

(3) **SUPPLIES**

The Logistics Group at the College EOC will coordinate requests for supplies.

Primary resources for the College will come from the Health Services supply closet.

**EMERGENCY CARE AND SHELTER**

The Dining Services has the ability to maintain limited food storage and supplies for use in a severe emergency; however, Dining currently does not have the capacity to maintain a disaster that would impact electrical utilities, etc. beyond three days.

Most residence halls have emergency power for corridor and exit lighting. The Facilities Services Department has the ability to acquire portable generators from an outside company/contractor provided the disaster is not widespread and impacting local businesses and establishments.

**Temporary shelter can include the following provisions:**

- **Tent shelter:** Suitable tents can be rented and used for temporary shelter.

- **Indoor shelter:** Gyms within the Athletics Department can be used as appropriate indoor shelters and as storage locations for cots and other support supplies. Additionally, local hotels and/or the Majestic Theater could also be used for temporary housing; if necessary and appropriate. The Jaeger Center and/or Bream/Wright/Hauser Athletic Complex has been designated by the College and Adams County Emergency Management Agency (EMA) as a temporary re-location site for Adams County in the event of an emergency directly impacting the county requiring the evacuation and shelter of surrounding local community members.
REPORTING EMERGENCIES

The Public Safety Communications Center and Adams County 911 Center are interconnected via direct radio communications on the Public Safety Radio Frequency. Public Safety can also transfer any emergency call directly to the Adams County 911 Center. DPS officers are equipped with interoperable radios that will allow them direct radio communications with most responding outside emergency personnel (i.e. police, ambulance, etc.) during emergency situations.

Any phone will access the Adams County Emergency Services System by dialing 911. The Public Safety Communications Center can be reached by calling 337-6911 or by calling 6911 if you are on a campus phone. Most emergencies given directly to the Adams County 911 Center are then typically relayed to Public Safety which results in the dispatch of a Public Safety Officer to assist with the emergency. In cases where a Public Safety Officer responds to or discovers an emergency and determines that additional resources are needed, they can then request additional outside emergency services support from the Adams County 911 Center through the Public Safety Communications Center via portable two-way radio.

There are many exterior and interior emergency phones located throughout the campus to assist the public in calling for help or reporting a crime or emergency. The interior phones are red in color and are located in public areas such as hallways. The exterior phones are located along major streets, parking lots, and near campus residence halls. Many of these phones have a blue light affixed on the top.

When reporting an emergency to a communications officer, please be prepared to give the following information:

- What you see, hear, or found.
- Exact location of the incident.
- The phone number of the phone you are using.
- Details of the situation.
- Your name and address.
- Stay on the line until you are told to hang-up.
- When possible, report the who, what, when, where, why, and how – (if known)
- KEEP CALM…..KEEP OTHERS CALM

EMERGENCY (ALL CAMPUS) EVACUATION PLAN

OBJECTIVE: This portion of the plan describes procedures to be followed in the event of an Emergency ALL-CAMPUS Evacuation. It provides for prompt, orderly and CONTROLLED EVACUATION from campus under emergency conditions. Essentially, this plan makes provisions for three evacuation situations:

Plan A. Normal Business Hours-w/Classes IN Session.
Plan B. After Hours when Classes are NOT in Session.
Plan C. Summer Conference Session.

BASIS for ACTION: The need to implement evacuation from the campus shall be based upon information received or furnished to Gettysburg College.
The information may be in the form of instructions or advice from the Adams County Emergency Management Agency, the Governor's Office or other officially recognized agency. Full or partial evacuations may be necessary as a protective action to reduce campus community members’ exposure to a hazard. Protective actions reduce TIME of exposure, create DISTANCE, or provide Shielding from a specific hazard. Hazards that may require an evacuation:

- Fire
- HAZMAT release
- Bomb threat or suspicious device/package
- Hostile intruder
- Massive utility failure
- Severe weather conditions
- Hazard that renders facilities uninhabitable

**EXERCISE of JUDGEMENT and CONTINGENCIES:** The actions described are basically standard by nature. When situations arise for which the procedures to be followed are not fully prescribed in this plan, responsible personnel will be expected to exercise good judgment, make appropriate decisions and provide any support necessitated by the situation. As part of the decision-making process relative to an evacuation, the evacuation must be able to be completed well before the arrival of a hazard. When there is little to no warning time, a shelter-in-place decision/order may be more appropriate. Additional factors to consider beyond warning time when deciding on whether or not to evacuate include:

- Size and geographical area affected
- Population density of the surrounding area
- Capacity and condition of the road network
- Are sufficient transportation resources available – college transportation, public transportation, and private transportation?
- Are there safe alternatives?
- Ability of campus facilities to provide shielding from the hazard
- Ability of facilities to support the population
- Local considerations and local police and emergency resources support

**SCOPE OF AN EVACUATION:** The scope of an evacuation can include a single building or a group of buildings and/or a large geographical area. The scope could go beyond the borders of the institution and/or the college may be impacted by an evacuation initiated by the local authorities. Size and scope considerations must be included in the overall decision-making process.

**NOTIFICATION:** The recipient of a notification to evacuate the geographical area shall immediately relay that information to the President-Emergency Director and to the Director of Public Safety-Emergency Coordinator.

If the President and Director of Public Safety are not available at the time of receipt of the alert, the alert shall be relayed to the Department of Public Safety and Senior Administrative Institutional Official in Charge in the absence of the President as determined by the on-call list. The on-duty shift supervisor or senior officer in conjunction with and support of the Senior Administrative Institutional Official in Charge shall take control of the situation until relieved.
The President/Emergency Director or their designees make the decision to evacuate the campus in consultation with CERT. The decision to evacuate is then communicated to the larger campus and external constituencies by the Vice President for Communications and Marketing or his/her designee.

The Department of Public Safety: will then stand by for orders to implement the plan. Establish Emergency Operations Center (Pennsylvania Hall-or-alternate site).

DPS Communications Officer: Shall implement the emergency notification procedure as instructed by the Director of Public Safety.

GENERAL INFORMATION

Communications Officer:

1.) Complete Emergency Notifications List.

2.) Notify all off duty DPS Officers to report to duty as soon as possible.

3.) Notify all full-time Communications Officers to report to duty as soon as possible.

4.) Notify Facilities On-Call Services person (if after normal business hours) to begin “shut down” procedures - Established by the Director of Facilities Services.

5.) First arriving off-duty Communications Officer: shall assume the duties as the telephone operator (if none on-duty). This will relieve the primary communications officer to handle radio traffic from the command center. The communications officer will answer the telephones and direct emergency calls and pertinent information to the EOC and other appropriate locations.

Public Safety Officer:

1.) Senior On-Duty Supervisor or Officer responds to incident site and begins to set up Incident Command Post.

2.) As Off-duty Officers arrive; begin traffic control and then physically check residence halls for evacuation. {Maintain list of those buildings evacuated and secured}

3.) When ALL campus buildings are cleared (except command center) they should be re-checked, secured and reported as "Cleared & Secured" to the communications center who will maintain a list for the command center.

4.) When the campus has been completely evacuated, establish a patrol system that will insure the safety of remaining personnel and real property on campus. This patrol shall be maintained until the Department of Public Safety is ordered to evacuate the campus.
PLAN - A  Normal Business Hours w/Classes in Session.

If an evacuation occurs during the workday:

1.) Administrators, Faculty and Supervisors are responsible for informing their employees of the evacuation. Except for those employees listed in this EOP, all others will be released at the discretion of their immediate supervisor. An all campus voice-mail will also be made to address the situation. Additional communications methods may be used depending upon the timing and nature of the incident requiring an evacuation – this might include the activation of the college’s EMNS alerting system.

2.) All persons (students and staff) are to immediately vacate the site in question and to relocate to another part of the campus as directed by the EOC and await further instructions. Additional instructions could include, but not be limited to, transportation information and evacuation route information.

3.) When the evacuation is complete, all remaining personnel must be directed to leave the campus.

Evacuation Process:

**Students in Class:** Upon notification: FACULTY should:

1.) Take Roll Immediately.
2.) Inform students of the evacuation.
3.) Evacuation IN-CLASS Announcement - (should be posted in each classroom)
4.) Take or forward completed roll to EOC.

**STUDENTS in RESIDENCE HALLS:** College Life Staff and Public Safety Officers (as available) will notify students in the residence halls, POST NOTICES, and notify the College communications center as they proceed.

Teams of personnel will be established to ensure an effective and efficient communications method and evacuation.

**FRATERNITIES:** Greek Life staff and Facilities personnel, as available, with radio communications will notify the fraternities, POST NOTICES, and notify the College communications center as they proceed. Teams of personnel will be established to ensure an effective and efficient communications method/approach and evacuation.

**EMPLOYEES:** Administrators are responsible for notification of their staff of the evacuation. Employees are to be released at the discretion of the responsible administrator. In the absence of an administrator, the supervisor or senior employee will assume this responsibility.

**OFF-CAMPUS STUDENTS:** (Located w/in the Gettysburg Community) Shall be notified following on campus notifications. College Life office staff should attempt telephone notification and document those contacted. Personal contact will be made as directed by the Vice President for College Life and Dean of Students.
RELOCATION: WILL BE DETERMINED BASED ON THE MAGNITUDE AND URGENCY OF THE INCIDENT.

EVACUATION ANNOUNCEMENTS:

The following announcement is to be read by FACULTY to their class: (Announcements should be posted in each classroom)

It has been determined that an evacuation of Gettysburg College is necessary at this time.

After gathering a minimum of personal belongings, proceed to the Bream Wright Hauser Sports Complex (or other appropriate location as determined by the EOC).

Further information, transportation evacuation route information and other instructions will be made available from administrative personnel at that time.

READ THIS ANNOUNCEMENT AGAIN Remind the students to remain calm and proceed carefully but quickly!

EVACUATION POSTER INFORMATION:

The following information should be placed on posters for distribution in the event of an All Campus Evacuation.

IT HAS BEEN DETERMINED THAT IT IS NECESSARY TO EVACUATE THE CAMPUS OF GETTYSBURG COLLEGE IMMEDIATELY!

TAKE ONLY MINIMUM PERSONAL BELONGINGS, AND REPORT TO THE BREAM WRIGHT HAUSER SPORTS COMPLEX (or other appropriate location as determined by the EOC).

FURTHER INFORMATION, TRANSPORTATION, EVACUATION ROUTE INFORMATION AND OTHER INSTRUCTIONS WILL BE MADE AVAILABLE FROM ADMINISTRATIVE PERSONNEL AT THAT TIME.

PLEASE REMAIN CALM, BUT MOVE CAREFULLY AND QUICKLY!

NOTE: Additional communications methods may be used – i.e. text/voice messaging, channel 75, etc. The decision on what communication methods to be used will be determined by the EOC and will be based on the timing and magnitude of the incident, emergency, or disaster.

PLAN – B AFTER HOURS WHEN CLASSES ARE NOT IN SESSION

1.) Evacuation of all or part of the campus grounds will be announced by the Public Safety Department.
2.) An all-campus bulletin by voice-mail, text/voice messaging, combined with the use of the siren (depending upon emergency circumstances and time of day) will be initiated at this time, to assist in alerting the campus community.

3.) As designated emergency personnel (C.E.R.T. and other administrators as deemed necessary) arrive they should check-in at the EOC for assignments.

4.) All persons (students and staff) are to immediately vacate the site in question and relocate to another part of campus and await further instructions. Additional instructions could include, but not be limited to, transportation information and evacuation route information.

5.) When the evacuation is complete, all remaining personnel must be directed to leave the Campus.

**EVACUATION PROCESS:**

**STUDENTS IN RESIDENCE HALLS:** College Life Staff and Public Safety Officers (as available) will notify students in the residence halls, **POST NOTICES**, and notify the College communications center as they proceed. Teams of personnel will be established to ensure an effective and efficient communications method and evacuation.

**STUDENTS IN ACADEMIC BUILDINGS:** Public Safety Officers and administrative personnel will notify (Library, computer center etc.) as they arrive.

**FRATERNITIES:** As Greek life and business office personnel arrive they should begin evacuation of the fraternities. Public Safety Officers will assist as available. Teams of personnel will be established to ensure an effective and efficient communications method/approach and evacuation.

**OFF CAMPUS HOUSING STUDENTS:** shall be notified following on campus notifications. This effort shall be coordinated by the EOC. As individuals free up from previous assignments, they will be directed to off campus housing units, as identified by College Life personnel.

**RELOCATION:** **WILL BE DETERMINED, BASED ON THE MAGNITUDE AND URGENCY OF THE SITUATION.**

**PLAN – C SUMMER CONFERENCE SESSIONS**

1.) Evacuation of all or part of the campus grounds will be announced by the Public Safety Department.

6.) An all-campus bulletin by voice-mail and other applicable crisis communications methods will be accomplished to assist in alerting the entire campus community.

3.) If an evacuation occurs during a time when there is a summer conference group on campus, the Conference Staff and Group/Conference Leaders will be responsible for informing their groups of the evacuation order. Public Safety Officers will assist as available.
4.) All persons (staff and conference attendees) are to immediately vacate the site in question and relocate to another part of the campus grounds as directed and await further directions.

5.) Campus Evacuations Posters should be distributed during the actual evacuation process.

6.) As with many conference groups, transportation may pose a considerable problem; therefore, all conference persons will assemble in the Sports Complex (unless otherwise directed).

7.) Additional information can be obtained from Conference Staff or Public Safety Officers at that time. Information should include, but not be limited to, transportation information and evacuation route information.

8.) When the evacuation is complete, all remaining personnel must be directed to leave the Campus.

**EVACUATION PROCESS**

**CONFERENCE ATTENDEES:** will be notified by conference staff employees, who should begin with the conference group leaders who should assist with the evacuation. Public Safety Officers will assist as available.

**RELOCATION:** WILL BE DETERMINED, BASED ON THE MAGNITUDE AND URGENCY OF THE SITUATION.

An emergency notification list should be submitted and updated annually at the beginning of the conference season.

**NOTE:** For evacuations involving the whole campus or large segments of the campus, the College will be reliant upon local police personnel and/or the Pennsylvania State Police to assist Public Safety personnel with traffic control and safe evacuation routes – evacuation routes will be determined by the Incident Commander and local authorities and relative to the nature and type of disaster/emergency. As a minimum, a phased evacuation should be implemented thereby reducing congestion and possible chaos. This would involve evacuating and releasing all non-emergency faculty and staff first and then focusing on a phased student evacuation that would be similar to first-year check-in. Public Safety has zoned the campus to assist in a phased evacuation process. In addition to what has already been cited, an evacuation of areas/buildings would occur by zones. The college is separated into three primary zones with zone one including all off campus properties owned, controlled, or recognized by the institution and the two remaining zones split primarily the institutional area of the campus into two. The specific buildings/areas contained within each zone will be maintained by Public Safety. A phased evacuation would ensure and enhance community safety and assist local authorities in an efficient and effective overall process.

**Evacuation Information**

As a minimum, this information will be completed when the applicable information is available, and then will be posted and distributed in the Sports Complex information area or information area of other EOC designated evacuation location.
Evacuation Information

1.) Where to go for safety:

2.) Routes to be taken [directions]:

3.) For further information:{radio station etc }:

4.) **Remember:** When you arrive at your destination, **inform your parents** of your location and phone number.

BUILDING EVACUATION

1.) All building evacuations will occur when an alarm sounds and/or upon notification by Public Safety or a member from residence life or other applicable College official.

2.) When the building evacuation alarm is activated during an emergency, leave by the nearest marked exit and alert others to do the same.

3.) **Assist the Physically Challenged** in exiting the building! Do not panic! Remember that elevators are reserved for physically challenged persons. Do not use elevators in cases of fire or earthquake. Physically challenged persons who are wheel-chair bound or otherwise unable to evacuate a building using the building stairwells, should be relocated to a safe recue assistance stairwell (as designated within the building). Persons assisting physically challenged persons should then be responsible for informing emergency responders of the physically challenged person’s location.

4.) Once outside proceed to a clear area that is at least 500 feet away from the affected building. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel.

5.) **DO NOT** return to an evacuated building unless told to do so by a College Official.

Persons with a Gun/Active Shooter, or Shots Fired

Purpose:

The purpose of this specific response plan is to provide general guidelines for Gettysburg College Department of Public Safety personnel and other College officials to follow when responding to incidents involving persons with a gun. Officer safety is paramount in such situations/incidents and it will be the responsibility of local law enforcement officials to stabilize and secure the immediate incident scene. Gettysburg College Department of Public Safety personnel responding to incidents of persons with a gun will play a support role allowing local law enforcement officials to assume the primary/lead contact role.
Procedure:
Approach the location

1. Develop a plan of operation
   a) Be flexible. Plan ahead while on patrol.
   b) Provide coordination between dispatch and other units.
   c) Determine if students, staff or visitors are at risk.

2. The Public Safety Officer should get to the scene quickly, quietly and safely.
   a) Turn radio volume down.
   b) Do not rattle keys or loose objects.
   c) Do not slam doors.
   d) Keep an escape route open.
   e) Do not unduly alarm persons in the area with an overzealous approach.

3. First Officer at the scene should:
   a) Take position at a safe distance to best observe and control the scene.
   b) Determine as soon as possible who has the gun and why.
      Was the gun brought to campus in anger for revenge etc?
      Was the gun brought to campus to "show off" to friends?
   c) Advise dispatch and responding units of arrival and give specific location.
   d) Make a silent approach on foot, effectively using cover and concealment. Stay at a safe distance away from the incident scene. Observe and report observations to dispatch and responding units.
   e) Communicate and coordinate with other officers to contain the scene by establishing an outer perimeter. Initiate an evacuation of the immediate area, if it can be accomplished safely, to eliminate or diminish injuries to others.
   f) Request additional resources if necessary and available.
   g) Request local law enforcement.

Arrival at the Scene

1. Officers should utilize invisible deployment techniques, making maximum use of cover and concealment without being detected by persons inside.
2. Be observant for suspects and other accomplices.
3. If appropriate, re-contact reporting party and try to determine any relevant or new information.
4. Determine if there are any injuries and summon assistance accordingly.
5. Always be cognizant of officer safety and await the arrival of responding local law enforcement officials.
If shooting is observed:

1. Maintain invisible deployment while using cover.
2. Communicate actions observed.

Contact with suspect(s):

1. Officers should not approach a hostile situation. Wait for local law enforcement and assist as necessary.
2. Maintain cover.
3. Be aware of a possible hostage situation.
4. Establish outer-perimeter control and protect bystanders.
5. Support local law enforcement officials from a safe distance from the scene. Public Safety personnel are focused on assuming a support role in such hostile incidents.

If the suspect(s) has/have fled prior to the officer's arrival, the primary officer should be at the crime scene and request additional back up if needed. Notify local law enforcement officials of potential escape routes.

Primary officer should protect crime scene and obtain necessary information for quick initial supplemental broadcasts.

Area search for suspects who have left the scene in a vehicle or may be on campus:

1. Department of Public Safety personnel will not pursue fleeing hostile suspects. Relay all pertinent information to responding law enforcement officials and allow them to pursue the suspects. Responding Public Safety personnel will never place themselves in a position where they may intercept fleeing hostile person or persons.
2. After the suspect is removed from the area/building, local law enforcement personnel should completely search the entire location for possible additional suspect(s) or victims.
3. Notify campus administration for after event counseling and media information.

General Community Member Actions

In the event that you are the victim of, a witness to, or have reason to believe that there has been a shooting incident including any firearm discharge, immediately:

1. Get away from the suspect. Do not attempt to confront the suspect. Find a safe location to take refuge and shelter-in-place.
2. Activate 911 Emergency Services and/or call DPS at extension 6911 from any campus phone or 337-6911 from any other phone and provide the communications officer with:
   - Your name
   - Your location
Your phone number
Details of the situation

3. When it is safe to do so, provide DPS with a clear description of the suspect/incident:
   - Height and weight
   - Gender
   - Hair color/length and presence of any facial hair
   - Race/complexion
   - Clothing description
   - Approximate age
   - Vehicle type, color and plate (including state)
   - Direction of travel

4. Follow all instructions of the responding Public Safety Officers, Police officers, and Emergency responders.

**If directed by DPS or local or state police to "evacuate," take the following steps:**

**Know your building in advance:**

1. Know your nearest exit.
2. Know two ways out of your building.
3. During an extended evacuation, you may be instructed by emergency personnel to report to a designated short-term emergency evacuation center.

**When you are instructed to evacuate:**

1. Remain calm.
2. Leave promptly using the nearest exit.
3. Alert other persons on your way out.
4. Meet at the designated meeting location if established for your building and account for your personnel.
5. Take keys and essential personal items.
If directed by DPS or local or state police to "shelter-in-place," take the following steps:

Securing an area:

- Proceed to or remain in an office, classroom, conference room or other area with a door.
- Lock and/or barricade doors.
- Turn off lights.
- Close blinds.
- Block windows.
- Turn off radios and computer monitors.
- Keep occupants calm, quiet and out of sight.
- Keep yourself out of sight and take adequate cover/protection, i.e. concrete walls, thick desks, filing cabinets (cover may protect you from bullets).
- Silence cell phones.
- Place signs in exterior windows to identify the location of injured persons.

Un-Securing an area:

- Consider risks before un-securing rooms.
- Remember, the shooter will not stop until they are engaged by an outside force.
- Attempts to rescue people should only be attempted if it can be accomplished without further endangering the persons inside a secured area.
- Consider the safety of masses vs. the safety of a few.
- If doubt exists for the safety of the individuals inside the room, the area should remain secured.

EOC Actions:

1. CERT personnel will be notified as soon as possible and the EOC will be activated at the discretion of the president.
2. On campus communications informing community members of the incident will occur as soon as possible after verification of the incident has been confirmed – this notification will include all campus crisis communications tools to include; text/voice messaging, and the alert siren.
3. Public Safety and College officials as directed by the EOC must be focused on crisis communications, campus evacuation or shelter-in-place, and coordination with outside emergency responders.
Hostage/Barricade Situation

Purpose:

The purpose of this response plan is to establish policies and procedures for the initial response to hostage and barricade situations.

Definitions:

A. Hostage Situation - A situation where a person is held against his/her will by a perpetrator who intends to use the safety of the person held as a means of escape or as a bargaining instrument.

B. Barricade Situation - A situation where a person has restricted his/her own movement and defied authorities, indicating by his/her actions that he/she intends to harm him/herself or jeopardize the safety and welfare of others. The barricaded person may or may not have taken a hostage or made a threat to his or her own life.

Policy:

The local police authorities have assigned personnel who are well trained, equipped, and experienced in this specific area. In the event of a hostage or barricade situation that is severe enough to constitute a physical threat to any person, it is the policy of the Gettysburg College Department of Public Safety to immediately request assistance from the police department having concurrent jurisdiction, and once the assisting jurisdiction has taken command of the incident, to assist and support the agency as needed.

Procedure:

A. Upon receipt of the initial report of a hostage or barricaded person situation, the communications officer will dispatch all available Public Safety officers to the scene.

B. The first officer on the scene will immediately notify communications, confirming the existence of the situation and confirming if assistance from outside local law enforcement agencies are needed. The officer shall relay all essential and available information to communications, including:

1. Number and description of hostage takers and/or barricaded subjects;
2. Exact location of the incident and the number of hostages;
3. Type of weapon or weapons that may be involved;
4. Locations for additional units to respond to, and locations to stay clear of;
5. Type of incident which is thought to have preceded the hostage taking or barricading of subjects.

C. When the situation is confirmed by the first officer on the scene, and the need for assistance has been established, the on-duty supervisor will immediately notify the Director of Public Safety or his/her designee and the concurrent jurisdiction and provide them with all available information and request assistance, as directed. The Director will advise whether or not to contact any additional departments or Gettysburg College personnel.
D. The responding officers shall immediately establish an inner perimeter around the scene, containing the situation to the smallest possible area without unduly endangering Public Safety personnel, hostages or bystanders. An outer perimeter shall be established to secure the area from traffic and bystanders, and to allow for emergency access to the area.

E. The responding officers shall immediately evacuate bystanders and injured victims, if any, and advise communications whether or not to request ambulance, rescue or fire equipment to respond to the incident area.

F. The supervisor/senior officer on the scene shall immediately set up a temporary command post and notify communications of the location of the command post. Communications shall notify the responding agency of the location of the command post. The Director of Public Safety will coordinate with the responding agencies to establish a central command post for joint operations.

G. Public Safety officers at the scene shall keep the situation as non-confrontational as possible, until trained hostage negotiation and support personnel from the assisting law enforcement agencies arrive.

H. The Public Safety supervisor/senior officer at the scene will assume the initial command and control over the incident. The supervisor/senior officer will turn over scene command and control to the Director of Public Safety or his/her designee once he/she arrives on scene. The Director or his/her designee will coordinate activities with the responding law enforcement agencies. The Director will also make contact with the College President or his/her designee and coordinate CERT activities.

I. The Director of Public Safety, or his/her designee, in conjunction with the assisting agency's supervisor and Communications and Marketing will establish authorization for news media access and news media policy.

J. All decisions and authorization regarding the use of force and chemical agents against the suspect will be made by the assisting law enforcement agency.

K. Communication with the hostage taker/barricaded person will be established by trained personnel from the assisting agency.

L. Interaction between hostage negotiation personnel and the responsibilities of each will be handled by the assisting agency according to their operational procedures.

M. Provisions for a list of negotiable items and nonnegotiable items and provisions for chase/surveillance vehicles and control of travel routes will be handled by the assisting agency according to their operational procedures.

**Assisting Agencies:**

A. Concurrent jurisdictions that provide assistance to the Department of Public Safety in the event of a hostage/barricade situation are the Gettysburg Borough Police Department and the Pennsylvania State Police. Both agencies have special operations units which consist of specially trained personnel equipped with:
1. tactical communications system
2. ballistic protection for the body and head
3. gas masks
4. special purpose utility uniforms
5. flashlights
6. binoculars
7. side arms
8. heavy weapons systems
9. special operations vehicles for transportation and storage of equipment

B. Both agencies utilize police officers who have been carefully screened, selected and trained as hostage negotiators.

C. Both agencies have plans for hostage/barricade situations. These plans provide for:

1. notification of special operations and hostage negotiator personnel
2. notification of other key persons in the department
3. notification of other agencies
4. evacuation of bystanders and injured
5. request for fire and rescue equipment
6. request for surveillance equipment
7. authorization for use of force and chemical agents
8. authorization for news media access and news media policy
9. establishment of a central command post and chain of command
10. establishment of inner and outer perimeter
11. interactions and responsibilities of the special operations teams and the hostage negotiation teams
12. list of negotiable and non-negotiable items
13. provision for chase/surveillance vehicles and control of travel routes

D. Upon requesting assistance from Gettysburg Police or the Pennsylvania State Police in a hostage or barricade situation, the assisting agency will implement their department's plan for hostage and barricade situations. Public Safety personnel will assist with perimeter security, building security, traffic control and other key areas as directed by the Director of Public Safety or his/her designee.

E. Once an inner perimeter is staffed by the assisting agency, the Department of Public Safety will assume a support role for the duration of the operation. Responsibilities of the Department in a support role may include:

1. assisting in establishing a command post
2. assisting with manning the outer perimeter
3. manning traffic points and crowd control
4. providing liaison between the assisting agency and the Gettysburg College CERT
5. any other duties requested by the on-scene/incident commander or the Director of Public Safety
F. Upon resolution of the situation, the Director of Public Safety, or his/her designee, will participate in the after-action meeting/debriefing as a representative of Gettysburg College.

EOC Actions:

1. CERT personnel will be notified as soon as possible and the EOC will be activated at the discretion of the president.
2. On campus communications informing community members of the incident will occur as soon as possible after verification of the incident has been confirmed – this notification will most probably include all campus crisis communications tools to include; text/voice messaging, and the alert siren.
3. Public Safety and College officials as directed by the EOC must be focused on crisis communications, campus evacuation or shelter-in-place, and coordination with outside emergency responders.

BOMB THREAT POLICY:

The primary goal of this bomb threat procedure is to minimize injury to people, damage to the facility, and avoid disrupting normal schedules/operations. The purpose of this policy is to establish procedures for handling bomb threats and actual bomb emergencies.

INTRODUCTION

- Persons performing functions on-campus who are likely to receive information of a bomb threat should familiarize themselves with this procedure so they may carry out the specified actions/response safely and expeditiously.

- Bomb threats are usually received by telephone. Although, there is a continuing trend of email bomb threats being sent to institutions of higher learning. Email threats should be immediately forwarded to a DPS official after consultation and contact is made with that official. The enclosed bomb threat procedures are to be initiated and carried out until modified or canceled by the responsible College Authority.

- These procedures and instructions are intended to accomplish the following:
  - Accurate receiving of the Bomb Threat Information.
  - Alert all persons in the threatened area to evacuate.
  - Relaying pertinent information to proper authorities
  - The on-site DPS senior officer is the designated person in charge of the incident until relieved by an authorized supervisor or authorized administrator.

- All bomb threats should be taken seriously and any employee receiving a telephone bomb threat should attempt to remember all the details of the conversation. Employees should never take safety for granted.

**ALL BOMB THREATS ARE TO BE CONSIDERED REAL AND BONAFIDE!**
COMMUNICATIONS:

Due to the danger of possible bomb detonation from radio and cellular phone transmissions, all radios and cell phones at the scene will be turned off (unless otherwise instructed). All communications will be through the use of the land-line telephone or some other alternate method.

ON-SITE [If a device is located:]

1. Evacuate the area immediately; maximize the distance between the site of the suspected device and the civilians. Civilian areas should be at least 500 feet away to prevent injuries due to an explosion and its potential effects, including harmful toxic vapors. When possible, the evacuation route should be a safe distance from glass windows and doors and other materials that shatter easily.

2. Never attempt to move, disarm, or otherwise tamper with an explosive or incendiary device unless you have been trained to handle these dangerous items. Spend as little time as possible in the vicinity of the device. Any imprudent action may unexpectedly detonate, ignite or activate a device.

3. Vent by opening doors, windows, and other structural areas such as roof vents, skylights and hatch covers. Less confinement = Less damage.

4. Be aware that more than one bomb or incendiary device may be present and that safety hazards for emergency responders may exist.

5. Call in trained professionals to conduct the search or to provide guidance.

DISCOVERY OF A DEVICE or SUSPICIOUS PACKAGE

If you observe a suspicious object or potential bomb on campus DO NOT HANDLE THE OBJECT! Clear the area and immediately notify Public Safety -Dial: 6911 or Adams County 911

RECEIVING a Bomb Threat:

a.) Obtain as much information about the call and the caller as possible.

b.) If YOUR building is the OBJECT OF THE THREAT, alert all persons in the threatened area to evacuate the building. Employees are requested to make a cursory inspection of their area for suspicious objects and report the location to Public Safety Personnel. DO NOT TOUCH THE OBJECT! Evacuate to a safe location, notify the Public Safety Communications Center of your location and phone number and await further instructions.
REPORTING A Bomb Threat:

a.) Notify the Public Safety Communications Center-ext.6911.**
**-If the threat is for your building, make the notification from a phone in a different building.

b.) If you receive a call for a threat to another building/area, inform the Communications Center and the Communications Officer will send a Public Safety Officer to handle the evacuation.

a.) Make yourself available to responding authorities in the event they need additional information. You may want to go to the Public Safety Office to wait.

d.) Use the Bomb Threat Report Form (whenever possible) to record as much information about the call as possible.

WHAT NOT TO DO:

a.) Do NOT panic!
b.) Do NOT go looking for the bomb! DO EVACUATE THE AREA!
c.) Do NOT give any information about the bomb threat to anyone except authorized College Personnel.
d.) Do NOT give any statement to the media. Press releases will be coordinated from the College Public Relations Department.

The Public Safety Officer on the scene is the College Official in charge at the scene and all communications should go through him/her.

For recording information during a “phone-in” bomb threat, refer to the enclosed Bomb Threat Call Procedures Checklist (on the next page) adopted from the Department of Homeland Security.

If a bomb threat is received by handwritten note:
• Call Public Safety at extension 6911.
• Handle note as minimally as possible.

If a bomb threat is received by e-mail:
• Call Public Safety at extension 6911 and be prepared to forward the email.
• Do not delete the message.
BOMB THREAT CALL PROCEDURES

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:
1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist (reverse side) immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of the call, do not hang up, but from a different phone, contact FPS immediately with information and wait instructions.

If a bomb threat is received by handwritten note:
• Call ___________
• Handle note as minimally as possible.

If a bomb threat is received by e-mail:
• Call ___________
• Do not delete the message.

Signs of a suspicious package:
• No return address
• Excessive postage
• Stains
• Strange odor
• Strange sounds
• Unexpected delivery

DO NOT:
• Use two-way radios or cellular phone; radio signals have the potential to detonate a bomb.
• Evacuate the building until police arrive and evaluate the threat.
• Activate the fire alarm.
• Touch or move a suspicious package.

WHO TO CONTACT (select one)
• Follow your local guidelines
• Federal Protective Service (FPS) Police 1-877-4-FPS-411 (1-877-437-411)
• 911

BOMB THREAT CHECKLIST

Date: ___________ Time: ___________

Time Caller Hung Up: ___________ Phone Number where Call Received: ___________

Ask Caller:
• Where is the bomb located? (Building, Floor, Room, etc.)
• When will it go off?
• What does it look like?
• What kind of bomb is it?
• What will make it explode?
• Did you place the bomb? Yes No
• Why?
• What is your name?

Exact Words of Threat:

Information About Caller:
• Where is the caller located? (Background and level of noise)
• Estimated age:
• Is voice familiar? If so, who does it sound like?
• Other points:

Caller’s Voice
• Accent
• Angry
• Calm
• Clearing throat
• Coughing
• Crying
• Deep
• Deep breathing
• Disguised
• Distinct
• Exhale
• Female
• Laughter
• Lisp
• Loud
• Male
• Nasal
• Normal
• Ragged
• Rapid
• Raspy
• Soft
• Slurred
• Stutter

Background Sounds:
• Animal Sounds
• House Noises
• Kitchen Noises
• Street Noises
• Booth
• PA system
• Conversation
• Music
• Motor
• Clear
• Static
• Office machinery
• Factory machinery
• Local
• Long distance

Threat Language:
• Incoherent
• Message read
• Taped
• Irrational
• Profane
• Well-spoken

Other Information:
CIVIL DISTURBANCE OR DEMONSTRATIONS

Any student group wishing to establish a protest, rally, or other public assembly on campus must first submit their intent in writing and obtain approval from the Vice President of College Life and Dean of Students. Non-student groups must submit their request in writing to the Director of Public Safety, who will coordinate approval with the Vice President for College Life and Dean of Students.

Most campus demonstrations such as marches, meetings, picketing and rallies will be peaceful and non-obstructive. A student demonstration should not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

1.) INTERFERENCE with the normal operation of the College.

2.) PREVENTION of access to offices, buildings or other College facilities.

3.) THREAT of physical harm to persons or damage to College facilities.

If any of these conditions exist, the Department of Public Safety should be notified and will be responsible for responding to the incident and contacting the appropriate College officials and informing them of the incident. Depending on the nature of the demonstrations, the appropriate procedures listed below should be followed:

PEACEFUL, NON-OBSTRUCTIVE DEMONSTRATIONS

1.) Generally, demonstrations of this kind should not be interrupted. Demonstrators should not be obstructed or provoked, efforts should be made to conduct College business as normal as possible.

2.) If demonstrators are asked to leave but refuse to leave by regular facility closing time:

   a.] Arrangements will be made by the Director of Public Safety to monitor the situation during non-business hours or determination will be made to treat the violation of regular closing hours as a disruptive demonstration.

NON-VIOLENT, DISRUPTIVE DEMONSTRATIONS

In the event that a demonstration blocks accesses to College facilities or interferes with the operation of the College:

- Demonstrators will be asked to terminate the disruptive activity by a representative from Public Safety at the direction of the Director of Public Safety or his/her designee.
- Public Safety should consider having a photographer or video equipment available to document the incident and participants.
- Key College personnel and student leaders will be asked by Public Safety to go to the area and persuade the demonstration to cease and desist.
- Key College Personnel will go to the area and ask the demonstrators to leave or to discontinue the disruptive activities.
- If the demonstrators persist in the disruptive activity, they will be apprised that failure to discontinue the specified action within a determined length of time may result in disciplinary action or possible intervention by civil authorities.
- Efforts should be made to secure positive identification of demonstrators in violation to facilitate later testimony, including photographs if deemed advisable.
- After consultation with the Director of Public Safety or his/her designee the need for an injunction and intervention by civil authorities will be determined.
- If determination is made to seek the intervention of civil authorities, the demonstrators should be informed. Upon the arrival of the Gettysburg Borough Police Department, the remaining demonstrators will be warned of the intention to arrest.

**VIOLENT, DISRUPTIVE DEMONSTRATIONS**

In the event that a violent demonstration in which injury to persons or property occurs or appears imminent, the Director of Public Safety, President, Vice President for College Life and Dean of Students, and other administrators as deemed necessary by the President, will be notified:

**PLAN - A - During Normal Business Hours**

a.) In coordination with the Director of Public Safety, the Public Safety Department will notify the President.

b.) If advisable and safe, the Director of Public Safety will alert the President and Communications and Marketing who will then call a photographer to report to an advantageous location for photographing the demonstrators.

c.) If determined necessary and appropriate, Public Safety will notify the Gettysburg Borough Police for assistance in effectively and safely ending the demonstration.

d.) Public Safety will provide an Officer with radio communications between the College and the Gettysburg Borough and Pennsylvania State Police as needed.

**PLAN - B - After Business Hours**

a.) DPS should be immediately notified of the disturbance.

b.) The Supervisor/Officer on duty will investigate, report and notify the Director of Public Safety as necessary and appropriate.

c.) The Director of Public Safety will:
   1.) Report the circumstances to the President.
   2.) Notify key administrators as determined by the President.
   3.) If appropriate, notify the administrator for the building or area involved.
   4.) Notify the College Communications and Marketing Office.
   5.) Arrange for a photographer.
   6.) After consultation with the President, the Director of Public Safety and Communications and Marketing contact, a determination will be made to notify the Gettysburg Borough Police and Pennsylvania State Police. If so, the following should occur:
1.) The responding agencies should come to the established College Command Center – (during after-hours and under these circumstances, the command center is likely to be the Public Safety headquarters building unless CERT is activated and then it would be Pennsylvania hall).

2.) A Plan-Of-Action should be discussed with the Incident Commander of responding agencies – (likely to be the senior Public Safety representative on-scene and the Chief of Police).

**NOTE:** DPS reserves the right to call police assistance without counsel from others if it is deemed to be of paramount importance to the safety of the persons involved.

**DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION** – (to be read by Public Safety to the demonstrators)

(Identify Self --First)
This assembly and the conduct of each participant is seriously disrupting the operations of Gettysburg College and is in clear violation of the policies of the College. You have previously been called upon to disperse and terminate this demonstration.

{You have been given the opportunity to discuss your grievance in the manner appropriate to the College}. {In no event will the administration of this College accede to demands backed by force}. Accordingly, you are directed to terminate this demonstration. If you have not done so within 15 minutes, I will under the authority of the College[*], take whatever measures are necessary to restore order, including calling for Police assistance. Any student who continues to participate in this demonstration is subject to possible arrest and judicial actions.

[*]-or Designated Authority.

**DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION WITH THE ASSISTANCE OF POLICE** - (to be read by Public Safety to the demonstrators)

(Identify Self --First)

You have previously been directed to terminate this demonstration and you have been put on notice as to the consequences of your failure to do so. Since you have chosen to remain in violation of the rules and regulations of Gettysburg College, each of you is subject to disciplinary action, subject to later review.

The Police agencies will now be called to assist in dispersing this assembly. Those who fail to leave immediately will be subject to arrest.
CRISIS MANAGEMENT FOR INTERNATIONAL PROGRAMS

Definitions

In "Coping with Perceived Emergencies" (1989), Diane Snell draws a distinction between "real" and "perceived" emergencies.

Real emergencies are those that pose a genuine and sometimes immediate risk to, or that have already disturbed, the health, safety, and well-being of participants. These include such occurrences as coups and other civil disturbances; natural and man-made disasters; incarcerations; serious illness; accidents; physical assaults; disappearances or kidnappings; and terrorist threats and attacks.

Perceived emergencies are those which pose no significant risks to the health, safety, and security of participants, but which are seen as threatening by family members in the U.S. or by others, including, at times, students and colleagues at Gettysburg College. Perceptions of threat can arise out of a number of things, including the sensationalized reporting of an event abroad, the distortion of information provided by a participant in a telephone call or letter home, or simply out of the nervousness of a family member or student with little or no international experience. Such perceptions will sometimes affect family members and others in the U.S. more strongly than will real emergencies.

Operating Principles

In managing emergencies, real or perceived, the Office for Off-Campus Studies will be guided in its decision-making, before, during and after a crisis, by the following operating principles:

1. All responses to a crisis will be informed by the highest concern for the health, safety and well-being of Program participants and staff.

2. All reasonable and prudent measures will be taken to limit the College's legal liabilities, while at the same time conforming to the standards of ethical practice for Education Abroad as described in the Code of Ethics of NAFSA: Association of International Educators.

3. The Office for Off-Campus Studies will exercise caution and restraint in deciding when, and with who, information about an emergency should be shared, and will operate according to the procedures outlined under “Procedures” below and the College’s emergency plan in deciding how information should be shared.

4. The Office for Off-Campus Studies will respond to emergencies by closely following the procedures outlined below, except when otherwise directed by circumstances or agencies outside the College's control.

Whether an emergency, real or perceived, it must be dealt with in a timely and appropriate manner. Perceived emergencies can yield as much, if not more negative press comments, parent reactions, and other consequences as real ones.
Emergency Procedures

Definition: An emergency is any event or situation that poses a threat to the health, safety, security and/or well-being of Gettysburg College students, faculty, or staff abroad. Emergencies may be real or perceived.

NOTIFICATION:
Whoever is first notified of an emergency will contact DPS (337-6912) who will notify the on-call Residence Life Professional Staff Member. The on-call Residence Life member will, in-turn contact the Dean on Call.

The Dean on Call will notify the Director of Off Campus Studies. In the absence of the Director of Off Campus Studies, the Dean on Call will notify the Provost. (Current contact information and Emergency numbers can be found on the CERT Emergency Contact Phone Cards that are regularly updated and distributed by the Department of Public Safety).

DISCOVERY
Gather Facts.
Contact relevant personnel abroad and in the US. (These may include the Resident Director, Director of the International Office of the host university, US Ambassador or designate, USIS advisor, local press, alumni, Country desk officer at the US state department, other US based programs in that particular country)
Monitor news sources (CNN TV and Web, AP, Reuters, NPR, and foreign sources)
Determine nature and extent of threat(s).
Ascertain all pertinent details (location, time, identity, etc.)
Contact relevant experts locally and abroad to aid in the interpretation of the situation and the facts.

Use the following Worksheet to gather facts and to determine the extent of the emergency.

Worksheet

Determine the extent of the emergency

Off Campus Studies should ascertain the following:
Individual Program managers should assemble specific numbers for each of their programs.

- the physical and psychological condition of participant(s)
- the imminent risk to participant(s) if they remain where they are
- the precise location and telephone numbers of participant(s)
- if Faculty Director is in close contact with participant(s)
- whether food, water and adequate medical attention is available
- the precise nature of medical treatment participant(s) have received/are receiving
- the names, addresses, telephone and fax numbers of the attending physician(s), clinic(s) and/or other health professionals involved
- whether adequate and secure housing is available
- if a participant has been injured, assaulted or raped, the precise details of the accident or attack, and the on-site response and subsequent follow-up to the emergency
- if the participant is seriously ill or injured, what the diagnosis is and whether airlift is a viable and desirable option
- if a participant is missing, for how long, and whether search and rescue operations are available or already being used
- if a student has been arrested, whether the U.S. Embassy has been notified, what charges have been filed, and what legal counsel is available or has been consulted
- if a student has been taken hostage, what negotiation support is available
- if the emergency is political, or if a disaster has occurred, whether the U.S. Embassy has advised participants to take appropriate action
- what the proximity of the event is to participant(s)
- if the event is political, what the target of the unrest is
- whether there is a curfew, or if travel is in any way being restricted in the country
- what kind of military or other security personnel are present, and how they are behaving
- whether classes have been disrupted, and for how long

On the basis of this and other relevant information, make an initial determination as to whether the emergency is:

**PERCEIVED**: There is no significant risk to the health, safety, and security of program participants or staff overseas.

**REAL**: There is indeed a significant risk to the health, safety, and security of program participants or staff overseas.

**Determine a course of action.**

**If the emergency is PERCEIVED:**

The Off-Campus Studies Director or his/her designate, will write a brief description of the nature and extent of emergency and description of action(s) being taken (to be forwarded to Communications and Marketing, President, Dean of the College, Director of Residence Life, Provost, and Director of Public Safety)

The Director, or his/her designate, will advise the President or the Provost as to whether scope and/or potential impact of the situation warrants that the College’s CERT be convened.

**If CERT is not convened,**

The Director, or his/her designate, will write a brief statement of the situation to be given to all appropriate campus personnel with instructions as to whether this can be shared when there are inquiries or whether such inquiries shall be directed to Director of Communications and Media Relations or the CERT.

The Director, or his/her designate, will contact all affected parties. These may include:
- A student (or the entire group)
- A student’s parents (or all of the parents of a group)
- Personnel on site
- Campus faculty, administrators, and/or students
- Alumni

In all communication beyond the Office for Off-Campus Studies and CERT, care should be taken to prevent the reinforcing of rumors or other false stories or perceptions.
If CERT is convened,
Although all further actions will be guided by established College procedure and emergency plans, the College should continue to consult regularly and often with the Faculty Director and other appropriate people abroad to decide what specific measures should be taken in responding to the perceived crisis.

If the Emergency is REAL:

The Office for Off-Campus Studies Director or his/her designate, will write a brief description of nature and extent of emergency and description of action(s) being taken (to be forwarded to Communications and Marketing, President, Dean of the College, Provost, Director of Public Safety, and the Director of Residence Life)

The Director, or his/her designate, will advise the President or Provost as to whether scope and/or potential impact of the situation warrants that the CERT be convened.

If CERT is not convened,
The Director, or his/her designate, will write a brief statement of the situation to be given to all appropriate campus personnel with instructions as to whether this can be shared when there are inquiries or whether such inquiries shall be directed to Director of Communications and Media Relations or the CERT.

The Director, or his/her designate, will contact all affected parties. These may include:
- A student (or the entire group)
- A student’s parents (or all of the parents of a group)
- Personnel on site
- Campus faculty, administrators, and/or students
- Alumni

In all communication beyond the Office for Off-Campus Studies and the CERT, care should be taken to prevent the reinforcing of rumors or other false stories or perceptions.

If CERT is convened,
All further actions will be guided by established College procedure and emergency plans. However special attention should be paid to the following:

Whether or not CERT is convened,
The College should continue to consult regularly and often with the Faculty Director and other appropriate people abroad to decide what specific measures should be taken in responding to the crisis.

- all emergency measures and responses should be communicated as clearly, and in as much detail, as possible.
- participants should be reassured that everything is being done to assure their security and well-being, and that we are counting on their cooperation in responding to the crisis;
- participants should be told that the College has had experience dealing with emergencies in the past, and that we will work with them in order to respond effectively and appropriately.
- participants should be told that the College is or will be in contact with their families, if this is an appropriate course of action.
• participants should be directed to stay in close contact with the Faculty Director, to let him or her know of their precise whereabouts throughout the crisis, and to report any suspicious persons or packages to him or her;
• if appropriate, the Faculty Director and participants should be directed to establish and maintain contact with the nearest U.S. Embassy or Consulate throughout the crisis, registering the students as necessary.
• participants should be directed to exercise common sense in responding to the crisis, and to avoid contact with or travel to the affected area;
• the Faculty Director and participants should be directed to remove all signs or any other objects, at the academic center or at the home stays, that would call attention to them or to the Program, as warranted.
• participants should be directed to keep a low profile, to avoid dress and behavior, which will attract attention, to avoid using luggage tags, and to avoid places where Americans are known to congregate.
• if evacuation of a participant or participants is necessary, or if it could become necessary, an evacuation plan should be devised, in as much detail as possible.

This plan should be transmitted in confidence to the Faculty Director. To be considered:
1. the safety of various routes and modes of travel;
2. how to meet the costs of evacuation;
3. the advisability of reducing risk to participants by separating them into smaller groups;
4. the availability of in-country resources.

If evacuation is to be by air, direct flights should be scheduled whenever possible. Remember to write every thing down every step of the way.

**CAMPUSS-RELATED DEATH**

**Purpose:** To clarify and establish the College policies and procedures for responding to a campus related death or serious injury.

The role of everyone involved is to be as helpful to the family of the deceased as possible. Even if there is a chance that the institution could be held liable due to the nature of the death, be as consoling and helpful as possible. Just be careful not to offer comments, which might indicate the event is our fault. The family may be very angry (how could you let this happen?) and hard to deal with, but remember the surprise and stress they are under and try to be as accommodating as possible.

College Divisions responsible for deaths on-campus:

Students - College Life,
Faculty - Provost,
Staff/Administration - Human Resources.

A member of the designated division may be responsible for notification of the immediate family.
**Procedures**

Immediately upon knowledge of a campus death, the following chain of notification shall be activated:

**Campus Related Death**

**Chain of Notification**

1. Department of Public Safety
2. Communications/Dispatch Center (if applicable)
3. Adams County Control
4. Notification of the Coroner
5. Director of Public Safety
6. Executive Vice President
7. College President
8. Provost (faculty)
9. Public Relations
10. VP for College Life (student)
11. Residence Life Staff

Director of Human Resources (Staff)

College Attorney
Department of Public Safety or College Official Initially Dealing with a Death Notification Incident

Get the Facts:

a. What has happened?
b. To Whom?
c. Where? How? (if known)
d. Are there any other participants? If Yes: Extent of Injuries.
e. Are there any witnesses? Identify them.
f. Has positive identification been made? How? By Whom?
g. Obtain Next of Kin information – (Name, Address, Telephone) Make available for College Life – who will handle notification
h. Obtain all incident related information.

****** The name of the deceased (especially student) should be verified to make sure the correct identification of the deceased is in hand. (Due to common practice of students carrying false ID’s and common first and last names) this step is of the utmost importance.******

On-Campus Death

a. DO NOT enter scene – SECURE AREA
b. Establish perimeter – DO NOT permit entry until the Police and Coroner arrive.
c. Secure scene for Police and Coroner. *DO NOT MOVE ANYTHING
d. Assign one primary contact person in the department for the duration.

Off-Campus Death

a. Identify and establish contact with appropriate law enforcement agency.
b. Obtain any information possible.

Incident Information

a. All information should be compiled and given to the designated department contact person, who shall be prepared to share information/investigation with:
   - Director of Public Safety
   - College Senior Administrators with a need to know.
   - Family THROUGH Designated Division Representative.
   - Media THROUGH Executive Director of Communications and Marketing or designee.
   - Insurance Investigators THROUGH Office of Finance and Administration.
Hospital

a. Public Safety (open 24 hours) is identified as the initial College contact for the Hospital.
b. The Hospital will normally make next of kin notifications.
c. The Hospital will hold the deceased until funeral arrangements are made.
d. The Hospital **DOES NOT** decide on a funeral home.

After Actions Report

a. An after actions report shall be completed by **ALL** involved personnel.
b. These reports shall be compiled and maintained on file under the advisement of the College Attorney.

General Information

Overall responsibility for coordinating the College’s efforts to respond to a campus death rests with the designated division contact, who may delegate duties to other College personnel.

- The Vice President for College Life and Dean of Students shall be the primary College contact in the event of a **student** death, whether on campus or off campus. [Provost-Faculty, Director of HR-Staff]
- All inquiries relating to the death shall be referred to Communications and Marketing, which will consult with Public Safety or local police and CERT to determine standard information to be released. **The name of the deceased or cause of death will not be released by the college until such permission is granted by the coroner in coordination with the district attorney and police.**
- Questions regarding liability or other legal concerns shall be referred to the appropriate College officials who shall consult with College Legal Counsel for advice.

On-Campus Death of Student

In the event of a student death on Campus, Public Safety shall be notified immediately.

a. Public Safety Dispatch shall notify the Director of Public Safety. The director will notify the President and other CERT members as deemed necessary and appropriate.
b. Public Safety will conduct an investigation and contact local authorities as deemed necessary; i.e. Coroner, police, etc.
c. The President or his/her designee will determine who shall be responsible for notification of next of kin after official notification by the coroner/police has been made as required by law.
Off-Campus Death of a Student

The Department of Public Safety is identified to the Gettysburg Hospital as the first contact in the event of a death of a student. The Dispatcher will set into motion the procedures outlined above for notification of key CERT members/campus leaders.

Administrative Procedures. Any action taken in the event of a student death should follow the guidelines noted above and hereafter.

a. Counseling. The Counseling Center staff will coordinate grief work efforts for students. If the death has occurred in a residence hall, counselors will make themselves available immediately to individuals or groups of students who might want to talk. Other counseling resources including net-workers and specialists in grief work from the local community may be invited to participate in counseling efforts. Insofar as possible, the schedules of Counseling Center staff should be cleared to facilitate walk-ins and to respond to staff and student concerns.

b. Memorial Services. The Vice President for College Life and Dean of Students in consultation with the College Chaplain will coordinate plans for conducting memorial services as appropriate following consultation with parents, friends of the deceased, College officials, and Residence Life staff.

c. Media Inquiries. All press inquiries shall be referred to the Office of Communications and Marketing for response.

d. Stop Routine Mailings Home. Initiate proper correspondence with the Office of Finance and Administration, Academic Advising Office, Accounting Office, and every possible office to prevent routine correspondence from going home.

e. Draft a Letter of Sympathy to the Family for the President. Send tuition, room and board refunds, etc., under separate cover from the Vice President for College Life and Dean of Students at a later date (payable to parent), offer condolences, etc.

NOTES: In notification of the family posy coroner/police notification – thoughts for the designated division contact person:

a. Call (if long distance) or personally deliver the information to the family.

b. Speak clearly and concisely. Rehearse and write out what you are going to say to the family. Identify yourself by name and title and get right to the point. This call is a follow-up call to the official coroner/police notification and is the college’s first attempt to reach out to the family and express condolences. Be prepared to make a second call within a reasonable time-frame allowing the family ample opportunity to work through the initial stages of grief.
c. **Call the family a second time.** After some time (to be determined on a case by case basis), call to confirm earlier call and be ready to discuss:
   1.) the exact location of the deceased student, if not already known;
   2.) making the trip to campus (or alternative arrangements, if they come). Offer assistance in making travel or lodging arrangements, if desired.

d. **Disseminate information to the media through the Office of Communications and Marketing, but only after some consultation with the district attorney’s office so as not to interfere with or jeopardize a possible police investigation.**

e. **Meet the family.** Regardless of the circumstances, meet relatives and assist them in whatever ways possible. Always stay within easy reach of the family.

### Dead On Arrival Calls:

The purpose of this directive is to establish the procedure for the investigation of dead on arrival (DOA) calls by DPS personnel.

Upon arrival at a death scene, the officer will be confronted with one of the following types of death:

A. **Apparently Natural:** In these cases, the deceased should have a history of recent treatment by a physician for serious natural ailments such as heart disease, etc. There should be no evidence of violence or drug overdose (empty pill bottles, etc.) or any suspicious circumstances.

B. **Suspicious or Clearly Unnatural - Examples of such deaths are:**

1. Death resulting from a traumatic injury.
2. Violence, gunshot wound, stab, beating, etc.
3. Poisoning, including drug overdose.
4. Accident, regardless of duration of survival.
5. Suicide, regardless of duration of survival.
6. Homicide, regardless of duration of survival.
7. Sudden death, without obvious cause, when in apparent good health.
8. When unattended by a physician or during an illness which appears to be previously undiagnosed and treated.
9. As an apparent result of fire.
10. Any other suspicious, unusual or unnatural manner.
Procedure:

A. The Departmental member responding, initially, shall immediately determine if there are any signs of life, and if there is any doubt as to whether or not the individual is dead. Follow normal medical procedures and notify the local ambulance service and have the person transported immediately to the hospital. If the victim is clearly deceased, do not move or disturb the body in any manner.

B. The officer responding shall immediately notify the shift supervisor who will immediately notify the Director of Public Safety, Associate Director, Captain and the local police. The Director will determine what other notifications, if any, should be made. The officer shall make a preliminary investigation and follow the proper steps for securing and protecting a crime scene.

C. Upon arrival of the Senior Departmental Administrator, he/she will assume responsibility for the investigation and crime scene, unless the local police Department is already on the scene.

D. The Gettysburg Borough Police shall be notified on all dead on arrival investigations, whether from apparent natural causes or suspicious or unnatural causes. The investigating officer shall provide Gettysburg Police with a copy of the Incident Report as soon as possible. Notification of next of kin must be noted on the incident report. If identification of the deceased person is necessary by relatives or friends, it shall be arranged by the Gettysburg Police through the Coroner.

E. The death scene should remain as undisturbed as possible, and homicide/suicide death scenes should remain as they are until the investigation is completed by all outside agencies (Local Police, Pennsylvania State Police, or Adams County District Attorney’s Office)

F. The Senior Departmental Administrator and supervisor/office taking the preliminary report of a DOA will insure all property of the deceased is secured and any items taken as evidence, or at the request of the Gettysburg Police, are properly marked and logged. The Senior Departmental Administrator shall request a list of all items taken by Police.

G. The appropriate Gettysburg College official(s) will be responsible for the College’s outreach to the next of kin following the coroner’s/police’s official notification.
DPS Mental Health/Psychiatric Emergency Response:

**Mental Health Emergency**: A mental health emergency is when an individual's mental or emotional condition results in behavior that constitutes an imminent danger to that individual or to another person. Emergencies require immediate attention. A *psychiatric or mental-health emergency* is one in which an individual’s well-being--or the community’s well-being--is in immediate jeopardy. Psychiatric emergencies include

- suicidal intentions or attempts
- homicidal intentions or attempts
- “psychosis”-unusual (the individual has lost touch with reality; he *cannot tell what is real* and may be seeing or hearing things that others are not)
- “mania”-unusual (the individual is “going at 300 miles/hour”: speaking so quickly that people cannot understand and cannot interrupt; behaving erratically and illogically; believing himself to be superhuman or invincible; may include psychosis)
- trauma (this includes assaults and accidents but can also include the perception of a threat to physical safety—someone feeling *as though* they were in great jeopardy)

In these circumstances, the involved individual(s) are understandably overwrought. They will often take their cues *from you* about how to behave or how upset to be. They may even look to you to get a sense of how “bad” their circumstances are. If you appear upset (if you talk quickly or act panicky, for example), they may perceive their circumstances to be pretty bad and begin to feel and behave even worse. So, in responding to upset individuals:

- speak slowly and clearly
- use simple sentences
- give easy to follow “commands”
- use “body language” that communicates calmness and control of the situation: uncrossed arms, attentive facial features, eye contact

A Public Safety Officer responding to an incident with a subject displaying these behaviors/symptoms will take immediate steps to insure the safety of the subject.

EMS response will be immediately requested, with additional request for Police response.

I. **Crisis Intervention**: An individual may experience a mental health crisis when unexpected or overwhelming life events create an abnormal situation for a normal person. One's usual capacity to cope is exceeded or exhausted. External support may not exist or be unavailable. Examples include the death of a loved one, the loss of a relationship, being in an automobile collision, or increasing difficulty managing the stressors of daily life. Crisis intervention is a process to assist individuals in finding adaptive solutions to unsettling events.

A. A Public Safety officer responds to an incident with a subject who does not pose an immediate threat to themselves or others. Based on the information available at the time it is evident that the student requires Crisis Intervention.
1. Responding Officer will contact on call Residence Life Professional and inform them of the incident. It will be requested that Counseling Services be contacted to meet with the student immediately.

2. Should the student refuse to meet with Counseling Services, EMS will be requested for transport to the Gettysburg ER for Crisis Evaluation.

II. **Therapy Service Request:** Students who are not in crisis may have emotional concerns that are keeping them from functioning adequately in their daily lives. Counseling Service is available to help individuals address their current, most troubling concerns.

   A. Responding Officer will notify the student of on campus Counseling Services and provide contact information should the student need it.

   B. Residence Life on Call Professional will be informed of the request and available information pertaining to the request.

III. **Non-Student:** In cases of Mental Health Emergency and Mental Health Crisis in which the subject is NOT a student of the college…

   ---automatic EMS/Police response?

   ---Director on Call notification?

IV. **Confidentiality of Communication between Mental Health Professional and Client:** Federal and State laws and professional codes of ethics emphasize the importance of confidentiality of the communication in the counseling relationship. Client information is confidential unless the client provides written consent to disclose specified information. However, laws and ethics define certain situations when mental health professionals are required to disclose otherwise confidential client information. These situations are: (1) when there is a reasonable suspicion of past or current child, elder, or dependent adult abuse; (2) when the client presents a danger to self, to others, and/or to property; and (3) when ordered by a court of law.

V. In working with any subject in mental distress, Officers should utilize a calm and reassuring approach with the subject. It is important to remember that subjects undergoing Mental Health symptoms do not perceive their environment or interactions "normally." Stress safety of the subject.

**NOTE:** All instances of “Mental Health Response” are to be communicated to the Residence Life on-call professional.
MISSING/RUNAWAY PERSON(S):

If a member of the College Community has reason to believe that a student is missing, whether or not the student resides on campus, all possible efforts are made to locate the student to determine his or her state of health and well-being through the collaboration of the Department of Public Safety and Office of Residence Life. College community members must report missing or suspected missing students immediately to Public Safety or an authorized campus official. Missing student reports will be immediately referred to Public Safety and/or the Gettysburg Borough Police Department. If the student is an on-campus resident, the Department of Public Safety will secure authorization from Residence Life officials to make a welfare entry into the student’s room. If an off-campus student resident, the Department of Public Safety will informally enlist the aid of the neighboring police agency having jurisdiction. Concurrently, college officials will endeavor to determine the student’s whereabouts through contact with friends, associates, landlord or property owner (if information is available) and/or employers of the student.

Whether or not the student has been attending classes, labs, recitals, and scheduled organizational or academic meetings; or appearing for scheduled work shifts will be established.

If located, verification of the student’s state of health and intention of returning to the campus is made. When and where appropriate a referral will be made to the Counseling Services Office and Residence Life and/or the College Health Center.

If not located, notification of the family or guardian may be necessary to determine if they know of the whereabouts of the student. Such notification will be made by a Residence Life professional staff member or Dean on Call. Notification procedures will be initiated within 24 hours of determining a student is missing. Persons listed as the student’s “missing-persons contact” will be the persons notified. Students provide this information at the time of registration using PeopleSoft, the college’s system of record. Students have the ability to update or change emergency contact or missing persons contact information as deemed necessary. This can be done electronically. This information is confidentially maintained and used for emergency notification purposes. Custodial parents of students under the age of 18 will be notified within 24 hours of determining a student is missing. If the student is an off-campus resident, appropriate family members or associates are encouraged to make an official missing person report to the law enforcement agency with jurisdiction. The Department of Public Safety will cooperate, aid, and assist the primary investigative agency in all ways prescribed by law. If the student is an on-campus resident, the Department of Public Safety will open an official investigation and retain status as the primary investigative unit until relieved by a local police agency.

All pertinent law enforcement agencies, be they neighboring municipal, county, or state; those located along suspected travel corridors; or place of original domicile, will be notified and requested to render assistance. It is the policy of Gettysburg College to make a missing-student notification to law enforcement authorities within 24 hours of determining a student is missing.

The gathering of information regarding the missing person will include, but may not be limited to: name, gender, race, date of birth, height, weight, eye color, hair color/length, date/time of last contact, photo availability, possible medicinal usage, address, phone number, S.S. #, full
The information of vehicle the individual may be operating, names/address/phone number(s)/description(s) of person(s) missing individual may be with.

The following criteria may warrant immediate notification to the local police Department:

1. The person reported missing is under proven physical/mental disability; thereby subjecting him/herself, or others to personal and/or immediate danger.

2. The person reported missing is/was in the company of another person under circumstances indicating his/her physical safety is in danger.

3. The person reported missing is missing under circumstances indicating the disappearance was not voluntary.

"Suzanne's Law" requiring local police to notify the National Crime Information Center (NCIC) when someone between 18 and 21 is reported missing was signed into law by President George W. Bush in the Spring of 2003 as part of the national "Amber Alert" Bill. The federal law is named after Suzanne Lyall, a State University of New York at Albany student who has been missing since 1998.

Previously police were only required to report missing persons under the age of 18. This new law is intended to encourage police to begin investigating immediately when college-age people disappear, instead of waiting a day, which has been a common practice. Upon closure of the missing person investigation, all parties previously contacted will be advised of the status of the case.

EARTHQUAKES

1. During an earthquake, remain calm and quickly follow the steps outlined below.

2. IF INDOORS, seek refuge in a doorway or under a desk or table. Stay away from glass windows, shelves and heavy equipment.

3. IF OUTDOORS; move quickly away from buildings, utility poles and other structures. Caution: Always avoid power or utility lines as they may be energized.

4. IF in an AUTOMOBILE; stop in the safest place available, preferably away from power lines and trees. Stop as quickly as safety permits but stay in the vehicle for the shelter it offers.

5. AFTER the initial shock, evaluate the situation and if emergency help is necessary, call DPS - (6911). Protect yourself at all times and be prepared for after-shocks.

6. Damaged facilities should be reported to DPS and the Department of Facilities Management. NOTE: Gas leaks and power failures create special hazards.

7. If an emergency exists, notify the DPS. You must report the emergency by telephone--DO NOT ASSUME THE BUILDING ALARM HAS DONE SO.
8. IF EVACUATION OF A BUILDING has been determined, the building evacuation alarm will be sounded, walk to the nearest marked exit and ask others to do the same.

9. ASSIST the Physically Challenged in exiting the building. DO NOT USE THE ELEVATORS. DO NOT PANIC.

10. Once outside, move to a clear area at least 500 feet away from the affected building(s). Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.

11. DO NOT RETURN TO AN EVACUATED BUILDING unless told to do so by a College Official.

12. If requested, assist Emergency crews as necessary.

13. An EOC may be established near the emergency site. Keep clear of the Command Center unless you have official business.

14. Official announcements will be made as information is available. The College Communications and Marketing Department will make these announcements in coordination and consultation with CERT.

EXPLOSION ON CAMPUS

IN THE EVENT OF AN EXPLOSION ON CAMPUS, TAKE THE FOLLOWING ACTIONS:

- Immediately take cover under tables, desks, and other objects, which will give protection against falling glass or debris.
- After the immediate effects of the explosion and or fire have subsided, notify DPS. Give your name and describe the location and nature of the emergency.
- If necessary, or when directed to do so, activate the building alarm (fire alarm).
- When the building evacuation alarm is sounded or when you are told by College officials to leave, walk quickly to the nearest marked exit and advise others to do the same.
- ASSIST THE PHYSICALLY CHALLENGED IN EXITING THE BUILDING! Remember that elevators are reserved for physically challenged persons. DO NOT USE ELEVATORS IN CASE OF FIRE. DO NOT PANIC.
- Once outside, move to a clear area that is at least 500 feet away from the affected building. Keep streets and walkways clear for emergency vehicles and crews. If requested, assist emergency crews as necessary.
- An EOC may be established near the disaster site. Keep clear of the Command Center unless you have official business.

Do not return to an evacuated building unless told to do so by a College official.
FIRE & SMOKE

- Know the location of fire extinguishers, fire exits, and alarm systems in your area and know how to use them. Training and information are available through the DPS at extension 6912.

- If a minor fire appears controllable, IMMEDIATELY contact Adams County 911 or DPS at extension 6911. Then, if trained, promptly direct the charge of the fire extinguisher toward the base of the flame.

- If an emergency exists, activate the building alarm (fire alarm).

- In the case of large fires that do not appear controllable, IMMEDIATELY notify Adams County 911 or the DPS. Then evacuate all rooms, closing all doors to confine the fire and reduce oxygen available to it. DO NOT LOCK DOORS.

- When the building evacuation alarm is sounded, assume an emergency exists. Walk quickly to the nearest marked exit and alert others to do the same.

- In the event of an explosion; immediately take cover under tables, desks and other objects that will give protection against falling glass or debris.

- Assist the physically challenged in exiting the building! Do not use the elevators during a fire! Remember: Smoke is the greatest danger in a fire, so stay near the floor where the air will be less toxic.

- Once outside, move to a clear area at least 500 feet away from the affected building. Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.

- If requested, assist Emergency crews as necessary.
- An EOC may be established near the emergency site. Keep clear of the Command Post unless you have official business.

- Do not return to an evacuated building unless told to do so by a College Official.

**Note: IF YOU BECOME TRAPPED** in a building during a fire and a window is available, place an article of clothing/or sheet outside the window as a marker for rescue crews. If there is no window, stay near the floor where the air will be less toxic. Place towels (wet if possible) under the door. Shout at regular intervals to alert emergency crews of your location (shout a room number if available: "HELP! I'm in Room 10"). DO NOT PANIC!
HAZARDOUS MATERIALS INCIDENTS (Chemical or Radiation Spill)

When a spill occurs, persons affected by the spill should move well away from the area when determining the appropriate response. The appropriate response depends on whether the spill is a simple spill, which you can clean up yourself, or a complex spill, which requires outside assistance. For outside assistance contact the DPS at extension 6911.

A simple spill has three characteristics. It:

**Does not spread rapidly;**
Spills or toxic vapors are not spreading beyond the immediate area.

**Does not endanger people or property except by direct contact;**
A person has not been injured in the incident.  
A fire is not present or an explosion has not occurred.  
Flammable vapors and ignition sources are not present.  
Toxic vapors or dusts, i.e., inhalation hazards, are not present.  
The spilled chemical is not air, water, or otherwise highly reactive.  
The spilled chemical is not a strong oxidizer.  
The identity of the spilled chemical is known.

**Does not endanger the environment;**
There is no risk of the spilled chemical entering a sewer or contaminating soil.

**You can clean up a simple spill yourself if:**
You have been properly trained and are comfortable doing it;  
Spill cleanup equipment is available;  
Personal protective equipment is available, and you have been trained to use it;  
You can complete the cleanup in a normal workday.  
After cleaning up a simple spill, a brief write-up should be prepared to document what happened, why it happened, what was done, and what was learned. A copy of this documentation should be forwarded to the Director of Public Safety and Director of Environmental Health and Services.

If the spill does not meet all three characteristics of a simple spill, get assistance immediately and follow the below listed guidelines:

1. Any spillage of a Hazardous Chemical or Radioactive Material MUST be reported immediately to DPS.
2. When reporting, be specific about the nature of the involved materials and exact location. DPS will contact the necessary specialized authorities and medical personnel.
3. The key person on site should evacuate the affected area (get those exposed to fresh air a.s.a.p.) at once and seal it off to prevent further contamination of other areas until the arrival of DPS personnel.
4. Anyone who may be contaminated by the spill is to avoid contact with others (confine contaminated employees) as much as possible, remain in the vicinity and give their names to DPS. Required first aid and cleanup by specialized authorities should be identified at once.
5. If an emergency condition exists, activate the building alarm. Do not assume the alarm was reported. You must report the emergency to DPS by calling extension 6911.
6. When the building evacuation alarm is sounded, an emergency exists. Walk quickly to the nearest marked exit and alert others to do the same.

8. Assist the physically challenged in exiting the building! Do not use LEVATORS IN CASE OF FIRE!

9. Once outside, move to a clear area at least 500 feet away from the affected building(s). Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.

10. If requested, assist Emergency crews as necessary.

11. An EOC may be set up near the emergency site/incident. Keep clear of the Command Post unless you have official business.

12. DO NOT RETURN TO AN EVACUATED BUILDING unless told to do so by a College Official.

HAZ-MAT (Hazardous Materials) INCIDENT OPERATIONS CHECK LIST/REGISTRY

1. Incident Type & Details:

2. Incident Location:

3. Incident Operations Started (Time):

4. Campus Emergency Operations Center Location:

5. Support Operations Center Location:

6. Area(s) Evacuated:

7. Number of People Evacuated:

8. Evacuees Sent To - List Landmarks:

9. Evacuees relocated To:

10. Hospital(s) Utilized:

11. Other Details:

For Chemical Emergencies Call: **CHEMTREC: *1-800-424-9300** DAY or night

**Chemical Transportation Emergency Center**, provides information and assistance to those in or responding to a chemical or hazardous material emergency.

Types of information our Emergency Service Specialists will request when you call:

- Caller's name, title & organization
- Callback number at scene
- Dispatch center phone number
- Description of incident and actions taken
- Type and number of injuries/exposures
• Material involved, including:
  o Name of the products(s), preferably a trade name
  o Carrier and trailer or car number
  o UN, NA (placard) or STCC number of the products
  o Points of origin and destination
  o Names of consignee and shipper
• Type or description and number of containers/packages
• Specific information you need right away (MSDS, medical help, etc.)
• Size of or amount of release
• Location, time, weather at the scene

MAIL HANDLING PROCEDURES
The college's mailroom staff has been advised how to identify and handle suspicious mail. In addition to their review of the College's incoming mail, the United States Postal Service (USPS) is "taking every possible measure to assure the safety for all". They are coordinating efforts with the Federal Bureau of Investigation (FBI) and the Department of Health and Human Services to "strengthen the security of business mailrooms."

The following guidelines have been taken from the USPS Message to Customers and a Center for Disease Control (CDC) Health Advisory.

What constitutes a suspicious letter or parcel?
• Have any powdery substance on the outside.
• Are unexpected or from someone unfamiliar to you.
• Have excessive postage, handwritten or poorly typed address, incorrect titles or titles with no name, or misspellings of common words.
• Are addressed to someone no longer with your organization or are otherwise outdated.
• Have no return address, or have one that can't be verified as legitimate.
• Are of unusual weight, given their size, or are lopsided or oddly shaped.
• Have an unusual amount of tape.
• Are marked with restrictive endorsements, such as "Personal" or "Confidential".
• Have strange odors or stains.

Each of these indicators alone does NOT necessarily constitute a suspicious letter or parcel. Since these criteria are broad, we must all use common sense and good judgment, a large amount of mail and parcels received by the college could easily be considered suspicious.

If you receive a suspicious letter or package:
• Handle with care. Don't shake or bump.
• Don't open, smell, touch or taste.
• Isolate it immediately. (Place it in a plastic bag, or some other type of container to prevent leakage)
• Treat it as suspect. Call DPS.

MEDICAL EMERGENCY/FIRST AID

DPS provides twenty-four hour coverage with officers who are trained and State certified as First Responders which includes advanced first aid, CPR, and Automatic External Defibrillators (AED) training. DPS vehicles are equipped with medical equipment to include oxygen and an AED. The Health Center and the Athletic Trainers also have Automatic External Defibrillators in designated areas under their control. There are also fixed AED’s within high-volume public spaces throughout campus installed at the following locations:

• Christ Chapel lobby;
• Dining Hall student and specialty entrances;
• Library on the wall juts past the front desk;
• Science Center lobby;
• Cub Desk near the bookstore;
• Schmucker on the 2nd floor at the recital hall lobby;
• Brua (Kline Theatre) lobby near the chair lift;
• Majestic front lobby;
• Sports/Fitness Center near the bouldering wall; and
• President’s Residence inside the main entrance

The following are guidelines to use for medical emergencies.

▪ If serious injury or illness occurs on campus immediately notify Adams County 911 Center or DPS at extension 6911. Give YOUR name, describe the nature and severity of the medical problem, and the campus location of the victim.

▪ In cases of minor injury or illness, provide first aid care if certified to do so. Use only sterile first aid materials.
▪ During normal business hours if possible and without causing further complications, you may first, contact the Health Center and then transport to that facility if recommended.

▪ In case of serious injury or illness, Certified Trained Personnel should quickly perform the following steps:
  
  Note: BE SURE "HELP" HAS BEEN NOTIFIED AND IS RESPONDDING.

▪ Keep the victim still and comfortable. DO NOT MOVE THE VICTIM.

▪ Ask the victim; "Are you ok?" and "What is wrong?"

▪ Check for breathing and give artificial respiration if necessary.
- Control serious bleeding by direct pressure on the wound.
- Continue to assist the victim until help arrives.
- Look for emergency medical I.D., question the victim (history of problem), question witness(es) and give all information to responding emergency personnel.

Training is available through your local Red Cross and the Gettysburg College Department of Public Safety

**Only CERTIFIED TRAINED PERSONNEL should provide first aid treatment.**

**PSYCHOLOGICAL CRISIS & COUNSELING SERVICES**

A psychological crisis exists when an individual is threatening harm to himself/herself or to others or is out of touch with reality due to severe drug reactions or a psychotic episode. Hallucinations or uncontrollable behavior may manifest a psychotic episode.

**If a psychological crisis occurs:**

*Never* try to handle a situation you feel is dangerous on your own.

Notify the Department of Public Safety at extension 6911 of the situation. Clearly state that you need assistance; give your name, your location and the area involved.

**COUNSELING SERVICES**

**When in doubt, CALL** if only for consultation or when **any** of the following conditions or situations exists:

- When it can be determined that the student in crisis is currently a client of the Counseling Services or a student at Gettysburg College.
- When the student in crisis requests psychological assistance.
- When medical, law enforcement, or Gettysburg College personnel deem that psychological support for the student in crisis would be helpful to the performance of medical, police or College procedures.
- When the student is engaging in homicidal or suicidal threats or gestures (but after dangerous weapons have been removed or medical assistance has been administered for any injury incurred).
- When it appears to the officer/person on the scene that the student in crisis is manifesting emotionally disordered behaviors (i.e., hearing voices, catatonic state) while in non-drugged or non-alcoholic conditions.
- When it is deemed that a student victim of sexual assault requires psychological, emotional, or social support.
NOTE: Counseling Services and Members of the Behavioral Assessment Group are available to provide informational sessions/training on how best to respond to students or persons in need.

Risk and Intervention Protocols Regarding Persons “In Need” – (protocols adopted by Behavioral Assessment Team)

<table>
<thead>
<tr>
<th>Level 1</th>
<th>High Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Person has overtly threatened self or others.</td>
</tr>
<tr>
<td></td>
<td>• Person evidences sudden, dramatic behavioral changes with no discernible precedent.</td>
</tr>
<tr>
<td></td>
<td>• Person evidences bizarre behavior.</td>
</tr>
<tr>
<td></td>
<td>• Person evidences behavior that threatens the safety or well-being of others.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 2</th>
<th>Possible Risk</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Person is currently causing <strong>SIGNIFICANT concern or disruption</strong> to the community. Could be one significant event or repetitive smaller events.</td>
</tr>
<tr>
<td></td>
<td>• Person has many risk factors.</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Level 3</th>
<th>Unlikely Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Person is causing <strong>SOME concern or disruption</strong> to the community.</td>
</tr>
<tr>
<td></td>
<td>• Person has experienced a significantly stressful or traumatic event.</td>
</tr>
<tr>
<td></td>
<td>• Person has some risk factors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 4</th>
<th>No discernible risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Person has NEVER been a level 1 or 2.</td>
</tr>
<tr>
<td></td>
<td>• Stressful or traumatic event has resolved through passage of time or other event/intervention.</td>
</tr>
<tr>
<td></td>
<td>• Person has graduated or left his/her employment.</td>
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</tbody>
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<thead>
<tr>
<th>Level 5</th>
<th>Inactive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Person is on leave, withdrawn (less than 1 year), or on academic or disciplinary suspension. If person returns, he/she should be reassessed to determine appropriate level.</td>
</tr>
</tbody>
</table>
Factors in determining level & disposition

Presence-absence of known risk factors, including:
- Sensitivity to rejection
- Real or perceived victimization
- Psychiatric symptomatology
- Poor problem-solving/coping
- Impulse-control problems
- Legal-judicial involvement
- Substance use/abuse
- Minimal awareness of/concern for behavioral consequences
- Marked change in appearance
- Marked change in habits
- Poor academic performance or poor attendance
- Violation of social norms

Presence-absence of known predisposing factors, including:
- Psychiatric illness
- History of violence towards others
- History of suicidal behavior in self, family, friends
- History of abuse/victimization
- History of rejection by others
- History of heightened rejection sensitivity

Other observed factors to consider:
- Responsiveness to intervention
- Honesty
- Cooperation
- Presence of significant health issues

- APA and The Trust Websites
  - Assessing and Managing Risk in Psychological Practice: An Individualized Approach (Bruce E. Bennett, PhD, Patricia M. Bricklin, PhD, Eric Harris, JD, EdD, Samuel Knapp, EdD, Leon VandeCreek, PhD, and Jeffrey N. Younggren, PhD, 2006)

- FBI website
  - The School Shooter: A Threat Assessment Perspective (Mary Ellen O’Toole)
  - Campus Attacks: Targeted Violence Affecting Institutions of Higher Learning
SEVERE/EXTREME WEATHER CONDITIONS

** Weather Conditions:

**WATCH:** indicates conditions are right for the storm to develop.

**WARNING:** indicates a storm has actually been detected by radar and contact is imminent.

Blizzards/Heavy Snows

Blizzards produce winds of 35 mph or more with temperatures below 20 degrees and dry blowing snow creating zero visibility.

Blizzards usually only last a couple of hours. If it is not absolutely necessary DO NOT go out. If you get caught in a blizzard or blizzard like conditions look for a place to go inside out of the weather or stay in your vehicle.

Suggestions for a Winter Emergency Road Kit:

- traction mat or snow chains
- flashlight
- snow shovel
- wool blanket
- call for help sign
- jumper cables

Flooding: heavy rainstorms

Be prepared to move out of low-lying areas if a flood crest is expected.

Be aware that flooding may occur along rivers and even small tributaries.

If you are traveling during heavy/severe rainstorms you should drive slower than normal and avoid areas where the roadway is not visible.

Flooding may cause washed out roads and bridges, while deep water may obstruct the view of fallen trees and washed out manhole covers.

During severe storms, if possible, it's best to stay indoors.

Secure enough provisions for several days and do not forget to obtain prescriptions and other items of personal need.
Hurricane:

- Once the hurricane winds begin, DO NOT VENTURE OUTSIDE.

- Be aware of the "eye" of the hurricane- do not be fooled and venture outside until advised that the hurricane has passed from the area. During the "eye", winds will suddenly die away and the sky may clear as the "eye" passes over. The **highest winds** in a hurricane come after the eye has passed. SO STAY INSIDE.

- Tornadoes often form along the edge of hurricanes.

- Be aware of possible contaminated water following a hurricane.

- Be prepared for possible isolation conditions.

Thunderstorms:

- Stay indoors and away from electrical appliances while the storm is overhead.

- If lightning catches you OUTSIDE, keep yourself lower than and a safe distance from the nearest high conductive object.

Tornadoes:

**Definitions:**

Tornado Watch – Means that conditions exist for a tornado to develop.

Tornado Warning – Means that a tornado has actually been sighted or indicated on radar.

NOTE: One clue that a tornado could develop is when a thunder storm produces hail. The larger the hail stone, the more likely that a tornado will occur.

When a tornado is announced:

- Your best protection is an underground shelter (or basement) or a substantial steel-framed or reinforced concrete building.

- If your residence hall or campus building has no basement, take cover under heavy furniture on the ground floor in the center of the building, or in small rooms on the ground floor that are away from outside walls and windows.

- Stay away from windows to avoid flying debris.
• If you are outside and there isn’t time to get into a building, take cover and lie flat in the nearest depression, such as a ditch, culvert, excavation or ravine.
• AVOID AUDITORIUMS AND GYMNASIUMS with large, poorly supported roofs. If you are in one of the all wood buildings, evacuate to a safer location.
• ADMINISTRATIVE OR CLASS ROOM BUILDINGS – Go to an interior hallway on the lowest floor. Stay away from windows.

Emergency warnings regarding tornadoes may be issued by:

- Department of Public Safety.
- Faculty Members.
- Residence Life Staff.
- Local radio and television stations.
- Via emergency mass notification system.

**Emergency Weather Policy**

During the academic year, certain student services must be maintained even in the worst of weather conditions. A Weather Committee chaired by the Executive Vice President to the President is charged with monitoring current and future weather conditions and determining how to maintain daily classes, events and other activities during extreme weather conditions. Additionally, this committee determines if existing weather conditions warrant a delayed opening or a closing of the College based on the current conditions, the College’s ability to make the campus safe to access and traverse, and the storm path and pattern.

This committee will be notified by the Director of Public Safety or his/her designee, via email, the afternoon/evening before impending weather that could affect the operations of the college. This notification will identify that a conference call will be made at 5am the following morning to determine what response is necessary to conduct operations safely. The Director of Public Safety or his/her designee will be responsible to distribute this email notification before 8pm. If a situation occurs where notification is after 8pm, the Director of Public Safety or his/her designee will also contact everyone via telephone to ensure proper notification.

The Human Resources Office will be aware of employees who have mobility challenges. If these employees agree or prefer to be contacted directly then these employees will be called by Human Resources and be given the latest weather and campus conditions as it relates to their accessing campus in a safe manner after a decision is made at the 5am conference call.

The Director of Facilities Services will be the point of activation for storms impacting evening and weekend events and this will be accomplished on a case by case basis depending on existing circumstances. The Facilities Director will notify the Director of Public Safety or his/her designee and request a group conference call.
The decision to alter normal operations will be made based on the following information:

* Conditions of the College roadways and parking lots and the ability of Facilities Services staff to keep up with the storm
* Conditions of local roadways and the ability of the State and County to keep the roads passable
* Weather forecasts for the next 12 hours (according to the National Weather Service)
* State and/or County restrictions

The decision to lift the emergency status and reopen the College will be made by the President and the Director of Public Safety or his/her designee (and will be based on the conditions of local and College roadways). No College vehicle will be dispatched to any College employee or student during a Snow Emergency declared by the Commonwealth of Pennsylvania. Other transports of designated emergency personnel will be at the discretion of the Director of Public Safety or his/her designee.

Transportation trips and transportation vehicle use may be postponed or may be canceled at the discretion of the Director of Facilities Services. Mass transit carriers should be contacted by the individual or offices requesting transportation and will not be the responsibility of the transportation department. If a person is delivered at the mass transit site and their mode of transport is canceled, a special trip will not be made to return for the individual. The individual or office will be responsible for his or her own accommodations and arrangements.

Inclement Weather Policy

As a residential college committed to providing a liberal arts education, Gettysburg College will try to remain open and encourage its faculty and staff to report to work even during periods of inclement weather. However, there may be times when weather conditions cause the College to delay the opening of College activities, to cancel classes and normal business hours, and/or to close the College early.

Inclement Weather Notification

When adverse weather conditions lead to a delayed opening and/or cancellation of classes and office hours at Gettysburg College, information will be provided through a variety of sources. Campus Communications will be updated in the following order.

1. An all-campus email will be sent.
2. A message will be posted on the College's home page as first news item and to social media.
3. An all-campus voice mail message will be sent to College phones.
4. A message will be posted on the College phone number at: 337-6896.
5. Traditional media outlets, such as TV and radio will be notified.
6. If the College delays opening or closes, the emergency mass notification system (EMNS) may be used.

We encourage employees to check College communications first because TV and radio often will not list specific details especially when they are complicated.

**Emergency Personnel**

Some administrative and support staff individuals, due to the nature of their jobs, are identified as "emergency personnel" during times of inclement weather. Emergency personnel must be identified as such by supervisors. Employees identified as emergency personnel should be recorded as such in the Human Resources and Risk Management Office.

In some circumstances, employees are identified as emergency personnel only when classes are in session. If this is the case, supervisors must share this information with the Human Resources and Risk Management Office.

Full-time and part-time support staff identified as emergency personnel who work when the College is officially closed will receive 2.5 times their regular hourly pay for all hours worked.

Casual support staff identified as emergency personnel who work when the College is officially closed will receive 1.5 times their regular hourly pay for all hours worked.

Student employees who work when the College is officially closed are not eligible for such "hazard" pay.

**Public Safety Operations**

**DESIGNATED EMERGENCY PERSONNEL** for extreme Weather Conditions.

1. Full-time Public Safety Officers
2. Full-time Communications Officers
3. Permanent Part-time Public Safety Officers
4. Casual Part-time Officers and Communications Officers as may be needed (if approved by the Director).
5. Additional DPS personnel only as approved by the Director of Public Safety.
**Flex time**

During periods of inclement weather when the College remains open, supervisors will have the option of invoking “flex-time” for employees. For purposes of this policy, flex-time can be used as follows:

- Supervisors may permit staff to modify their normal work schedule to accommodate weather situations by coming into work late and leaving early and making up the lost time. This should be done within the same pay period for non-exempt employees.

- Support staff and administrative employees may choose to be paid for un-worked hours by using accrued sick or vacation leave.

- Support staff employees may take the hours off without pay and without the need to make up those hours.

**Interpretations**

Questions regarding “flex-time” should be addressed to your immediate supervisor.

Questions from faculty related to closings and/or delays should be directed to the Provost’s Office staff, extension 6820.

Questions from support staff and administrators related to these closings or delays should be directed to the Human Resources and Risk Management Office staff, extension 6202.

The Provost will make policy interpretations concerning the faculty. The Co-Directors of Human Resources and Risk Management will make policy interpretations concerning support, administrative and student staff.

**Classes and Other Academic Programming**

If the College remains open during inclement weather; the decision to cancel classes is made by the individual faculty member. It is the responsibility of the faculty member to arrange for the notification of students. Individual faculty will also determine whether and when to reschedule cancelled classes and to so notify students.

**NOTE:** Individual Departmental Procedures regarding weather and power emergencies are in supplement to this manual and updated by the CERT Advisory Group. This information and material can be found on CERT’s on-line emergency bulletin board used during the activation of CERT and contained on-line and on the emergency “FOOTBALLS.”
SEXUAL VICTIMIZATION EMERGENCY

Anyone who alleges that a sexual assault has taken place should be assumed to be a victim of a sexual assault and treated as such. Any College community member aware that a sexual assault has occurred should contact the Department of Public Safety and/or the Gettysburg Borough Police immediately.

Purpose:

The purpose of this policy is to ensure the establishment of a collaborative agreement between Gettysburg College and Gettysburg Borough Police Department (GPD). This policy has been established to provide a standard procedure for handling incidents and reports of Sexual Assaults/Violence (referred to herein as "sexual assault”). State and Federal laws provide specific requirements relative to these processes as outlined by the Pennsylvania Uniform Crime Reporting Act (Act 180 of 2004)(PA UCR Act), the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act), and Title IX Education Amendments of 1972. These policies are designed to establish procedures for Gettysburg College’s compliance with these legal requirements.

Responding to and Investigating Incidents of Sexual Assault:

Procedure:

The dual missions of (DPS) with regard to incidents of sexual assaults is the safety and emotional well-being of the victim and the employment of proper investigatory techniques in order to preserve evidence and obtain information that may lead to the apprehension of a suspect should the victim decide to pursue criminal prosecution.

Types of Reports

DPS may receive reports in several different ways (the common scenarios are listed below) and the manner in which the report is received will affect the response procedures for DPS:

1. A complainant may call the DPS Communications Center to report a sexual assault.
2. A complainant may report a sexual assault directly to a member of the Department of Public Safety.
3. A complainant may report a sexual assault to a “Campus Security Authority” (as defined by the Clery Act or to a “Responsible Employee” (as defined by Title IX). All campus security authorities/responsible employees are required to report incidents of sexual assault, sexual harassment, sexual misconduct or sexual discrimination to DPS. The reporting of these crimes/violations of policy and/or law has two purposes— for follow-up and investigative purposes and for assessing
the crime for the potential distribution of a timely warning notice.

4. A complainant may call the GPD to report a sexual assault. For purposes of this MOU, we are focused on reports involving a member of the Gettysburg College Community or a reported incident that occurred on Gettysburg College owned, leased, recognized, or otherwise controlled property.

A. Report of a Recent Incident versus a Delayed Report

If a complainant, or someone acting on her/his behalf, calls the Communication Center or reports a sexual assault directly to a member of the Department of Public Safety or if a Campus Security Authority/Responsible Employee calls the communication center to report a sexual assault that was reported to him/her:

i. The DPS staff member should immediately attempt to determine if the assault occurred in the past 96 hours or if the report is a Delayed Report (for purposes of this MOU, a delayed report is defined as an incident that occurred more than 96 hours from the time of the report).

ii. The DPS staff member should attempt to determine the location where the assault occurred and if the complainant is calling from the location where the assault occurred.

iii. If the report is being made by a Campus Security Authority/Responsible Employee, the DPS staff member should determine if the complainant is willing to provide additional details concerning the incident to a DPS officer.

1. This information will affect the response of DPS and the potential involvement of GPD. For example, if the complainant is reporting an incident that occurred six months ago, there would likely be no physical evidence to process and she/he may not want to file a police report about the incident. If the incident occurred on Spring Break while away from the campus, GPD would not have jurisdiction in the case. If the complainant reported the incident to a Campus Security Authority/Responsible Employee, and is not willing to report it to and identify herself/himself to DPS, the GPD will not have the ability to interview the complainant or conduct an investigation. In these types of incidents, the Director of Public Safety will determine if GPD should be notified to take a report.
B. General: Report of a Recent Incident

1. Whenever DPS receives a report of an alleged sexual assault or an alleged attempted sexual assault, the Director of Public Safety (or his/her designee in his/her absence) will be notified immediately.

2. Upon receiving a complaint that a sexual assault has been attempted or has occurred, the communications officer shall dispatch a supervisor and/or officer to the location of the complainant to take an initial incident report and to secure the crime scene, if the complainant is calling from the scene of the crime.

3. If the complainant is not at the scene of the crime, the communications officer will provide several options to the complainant in order to protect her/his privacy, to the extent possible and the communications officer should explain that if a DPS Officer responds to her/his current location, her/his friends and bystanders will be curious about why the officers are there—which may reduce her/his privacy in the matter. The communications officer should then inform the complainant of the following options: (1) DPS can dispatch an officer to her/his location to take a report; (2) the complainant can respond to the DPS HQ to file a report; (3) DPS can pick the complainant up at an agreed upon location to provide an escort to the DPS HQ to file a report.

4. In all cases listed above, radio communications concerning the incident should be kept to a minimum, and if practical, communications should be made either in person or via phone.

5. If and when the responding officer: (1) receives confirmation of an allegation of a sexual assault (defined for this MOU as: rape, sodomy, sexual assault with an object or forcible fondling (as defined by the FBI NIBRS Manual), (2) makes a determination that the report is a good faith report, and (3) determines that the complainant desires to pursue criminal prosecution, GPD will be notified without further delay. Once the GPD is notified, the DPS Supervisor or Officer must cease his/her preliminary investigation and questioning and await the arrival of the GPD officers/investigators.

6. Regardless of the complainant’s desire to pursue criminal prosecution, GPD may be notified by DPS or a College official in any incident of sexual assault where the alleged assailant is perceived to be a continuing threat to the victim or larger campus community. The Director of Public Safety or his/her designee should be consulted before making a final decision.
C. General: Delayed Report

1. Whenever DPS receives a report (even if it is a delayed report) of an alleged sexual assault or an alleged attempted sexual assault, the Director of Public Safety (or his/her designee in his/her absence) will be notified immediately.

2. The communications officer will provide several options to the complainant in order to protect her/his privacy, to the extent possible and the communications officer should explain that if a DPS Officer responds to her/his current location, her/his friends and bystanders will be curious about why the officers are there—which may reduce her/his privacy in the matter. The communications officer should then inform the complainant of the following options: (1) DPS can dispatch an officer to her/his location to take a report; (2) the complainant can respond to the DPS HQ to file a report; (3) DPS can pick the complainant up at an agreed upon location to provide an escort to the DPS HQ to file a report.

3. Radio communications concerning the incident should be kept to a minimum, and if practical, communications should be made either in person or via phone.

4. Should the complainant desire to pursue criminal prosecution, DPS will immediately notify GPD as soon as confirmation of an alleged sexual assault is determined.

5. Regardless of the complainant’s desire to pursue criminal prosecution, GPD may be notified by DPS or a College official in any alleged incident of sexual assault where the alleged assailant is not known or otherwise identified or is perceived to be a continuing threat to the victim or larger campus community. The Director of Public Safety or his/her designee should be consulted before making a final decision.

D. Notification

1. The Supervisor or Senior Officer On-Duty will ensure the following College Officials are notified:

   a. the on-call DPS Director.
   b. the on-call Residence Life Staff Member.
   c. a counselor or staff member from Survivors, Inc.; if necessary and deemed appropriate by on-call administrators.
SPECIAL NOTES:

- Once GPD has been notified of the report of a recent incident, responding DPS Officers should do nothing more than to ensure the complainant's safety and well-being, preserve and secure the crime scene, secure physical evidence, identify witnesses for future questioning, and keep onlookers away from the scene. Once the GPD has been summoned and becomes involved with the investigation of the crime, all subsequent interviews and law enforcement functions shall be conducted by GPD. The preservation of the crime scene includes the complainant's clothing and body. The complainant should be encouraged not to change clothing or shower in order to preserve evidence that may be obtained from her/his person.

- Under Title IX, once DPS and/or a responsible employee of the college becomes aware of an incident of sexual violence or harassment, the college must take timely and appropriate action to investigate the incident or otherwise determine what occurred and protect the complainant. This action would be separate from any GPD initial criminal investigation. The college will not wait until the completion of a criminal investigation or until charges are filed. Institutional investigatory obligations under Title IX are time sensitive and require prompt follow-up. However, if the student wishes to participate in a police investigation, the college may wait a reasonable amount of time (usually 7 to 14 business days) to allow GPD to initiate its initial fact finding and the gathering of evidence in the criminal investigation. The DPS Director or designee and GPD Chief or designee will regularly confer on the status of an active investigation to ensure compliance with federal requirements while maintaining the integrity of any active criminal process.

- If sexual violence has occurred, Gettysburg College is required to:
  - Take prompt and effective steps to end the sexual violence,
  - Prevent its recurrence, and
  - Address its effects, whether or not the sexual violence is the subject of a criminal investigation.
  - The college must additionally take steps to protect the complainant as necessary, including interim steps to protect the complainant which must be taken prior to the final outcome of the investigation.
  - When a complainant informs DPS that he/she has been the victim of sexual violence, misconduct, or harassment, in addition to the above response protocols, the DPS officer must inform the complainant of his/her right to report the incident to the Title IX officer(s) of the institution. Such a report can be made on-line using the Institution's on-line reporting form, via phone, or in person. The DPS officer who takes the initial report will notify the complainant of the name(s) and contact information (including email address, phone number and location of the office) of the Title IX officer and Deputies and will document that the notification was made in the narrative of the DPS incident report.
UTILITY FAILURE

In the event of a **major** utility failure occurring during regular working hours (8:00 am-5:00 p.m., Monday-Friday), immediately notify the Department of Facilities Services at Ext. 6700.

If there is potential danger to building occupants or if the utility failure occurs after hours, weekends, or holidays, notify the Department of Public Safety at extension 6911, who will notify the proper person on duty or on call.

If requested, assist the emergency crews as necessary.

The Emergency Notifications List should be activated.

Depending on the nature of the **major** utility failure an incident command center may be set up near the emergency site. Keep clear of the command post unless you have official business.

The Facilities Services Department should provide other **EMERGENCY SHUTDOWN PROCEDURES**.

ADDITIONAL INFORMATION AND PROCEDURES

**ELECTRICAL FAILURE:**
   At present, campus buildings may not provide sufficient illumination in corridors and stairs for safe exiting. It is therefore advisable to have a flashlight available for use.

**ELEVATOR FAILURE:**
   If you are trapped in the elevator, use the emergency telephone to notify the Department of Public Safety. If the elevator does not have an emergency telephone, turn on the emergency alarm (located on the front panel) which will signal for help.

**PLUMBING FAILURE/FLOODING:**
   Cease using all electrical equipment. Notify the Department of Public Safety. If necessary, vacate the area.

**SERIOUS GAS LEAK:**
   Cease all operations. **DO NOT SWITCH LIGHTS OR ANY ELECTRICAL EQUIPMENT ON**, remember, Electrical Arcing can/may trigger an Explosion.
   Open windows if possible and then you should vacate the area. Notify the Department of Public Safety
WORKPLACE VIOLENCE

Your actions may help calm a potentially violent situation, or they may escalate the problem. Try to behave in a manner that helps calm a situation:

- Stay calm. Don’t be in a hurry
- Be empathetic. Show you are concerned.
- Try to have the other person and yourself sit down. Sitting is a less aggressive position.
- Try to be helpful. For example, schedule an appointment for a later time.
- Give positive-outcome statements, such as “We can get this straightened out.”
- Stay beyond arms reach
- Have limited eye contact
- Take notes.

Avoid exacerbating behaviors:
- Do not patronize
- Do not yell or argue
- Do not joke or be sarcastic.
- Do not touch the person

If someone becomes agitated:
Leave the scene immediately, if possible. Call Public Safety from a safe place or try to alert a co-worker that there is a problem; e.g. by calling and using an agreed-upon code word to indicate trouble.

Practice preventive measures:

Discuss and agree on circumstances and situations in the work place that everyone should watch out for. Have procedures, signals and code words in place to deal with threatening situations.

Avoid scheduling appointments for times when no one else is in the area. Alert your colleagues in advance about a difficult meeting, and keep the door to the room open, or meet in a public area.

Try to avoid working alone after hours. If you have to work late advise a colleague, friend or family member.

When working after office hours, keep doors locked and do not open the door unless you are expecting someone. Report any strange or unusual activities in and around your workplace immediately to your supervisor or Public Safety.

Do not leave money or valuable belongings out in the open.
Lock your office and/or lab doors when these areas are not in use, even when you are leaving for “just a moment”.

Always walk in well-lit areas and know your surroundings. If you think you are being followed, do not go home; go where there are other people. Call Public Safety or the police department as soon as you are in a safe place.

Pandemic Influenza Emergency Planning

Gettysburg College Objectives:

• Minimize the risk of pandemic influenza to students, faculty and staff.

• Support students who remain in Gettysburg.

• Continue functions essential to college operations during a pandemic.

• After the pandemic, resume normal teaching, research and service operations as soon as possible.

Gettysburg College Planning Assumptions:

Below is a summary of Gettysburg College’s planning assumptions for pandemic influenza.

• Gettysburg College assumes that the first pandemic influenza outbreaks will occur outside of the U.S., most likely in Southeast Asia. The pandemic’s first impact to Gettysburg College will likely be to students and faculty who are traveling abroad, or plan to do so. WHO, CDC and Gettysburg College will impose travel restrictions. Gettysburg College may call some people back and cancel some planned travel. As with SARS, international travelers will be subject to restrictions and screening.

• Gettysburg College assumes that—in the U.S.—the pandemic influenza wave will last approximately 10 weeks, during which multiple community outbreaks will occur across the country. (10 weeks is the average of 8 to 13 weeks, which is the estimated wave length in the Implementation Plan.)

• For planning purposes, Gettysburg College will assume that the wave will occur during the fall or spring semester. (Historically, the largest waves have occurred in the fall and winter, but the seasonality of a pandemic cannot be predicted with certainty.)

• We assume that the first Gettysburg College outbreaks will occur in major metropolitan areas where there is a high rate of international travel.
• On their own initiative, Gettysburg College students may begin to leave campus when the first outbreaks occur.

• We assume that Gettysburg College’s outbreak will last approximately 7 weeks. (7 weeks is the average of 6 to 8 weeks, which is the estimated community outbreak length in the Implementation Plan.)

• **Our greatest risk** is an easily transmissible virus and 2,500 students in residence halls living in close proximity and sharing facilities. It is anticipated that, during a pandemic, a large majority of our resident students would become infected. Caring for this large number of ill students would severely strain the resources of Public Safety, Residence Life, Facilities Services, Dining Services, and the Campus Health Service, especially if the community was similarly impacted and staff resources were similarly depleted.

• If a severe outbreak were to occur, we should expect to suspend on campus classes for 7 to 10 weeks. We will want to make the class suspension decision early in the period of contagion (wave) to allow residential students to return to a less risky home environment.

• After the on-campus class suspension decision has been made, it will take about 72 hours (3 days) for students in Gettysburg College residence halls to vacate, although a small percentage may need to remain longer due to their distance from home and related travel restrictions/problems.

• Even after on-campus classes are suspended, we assume that a small percentage of students will remain in the Gettysburg area because of international travel restrictions, other travel difficulties, or because they do not have a suitable alternative living option.

**Monitoring Pandemic Influenza Stages:**

The Director of Health and Counseling Services will ensure the monitoring of worldwide activity of influenza, and its stages, by tracking the information provided by the Adams County Health Department, Pennsylvania Department of Health, the Center for Disease Control and Prevention, and the World Health Organization. As any phase changes, the Director will notify the Director of Public Safety who will in-turn convene the core and advisory groups of CERT after consultation with and approval from the President.
Gettysburg College Levels – World Health Organization Phases:

The following diagram indicates the College’s Emergency Event Levels, with Event Level Three the highest event level in the emergency management system. Gettysburg College levels correspond with the World Health Organization (WHO) Phases. This plan specifically addresses planning for Event Level Three, but does include additional information relative to Event Level One and Two. For additional information about planning for Event Levels 0, 1, 2 and 3, please see the “Pandemic Influenza Emergency Planning—Incident Level Responsibilities.”

<table>
<thead>
<tr>
<th>Gettysburg College Event Level</th>
<th>WHO Phase Three</th>
<th>Gettysburg College Actions</th>
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</thead>
<tbody>
<tr>
<td>Zero</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No current hazard to persons.</td>
<td>Human infections with a new subtype, but no sustained human to human spread.</td>
<td>• Pre-event assessment and Planning.</td>
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<tr>
<th>Gettysburg College Event Level</th>
<th>WHO Phase Four</th>
<th>Gettysburg College Actions</th>
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<tbody>
<tr>
<td>One</td>
<td></td>
<td></td>
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<tr>
<td>Minimal hazard to students, faculty and staff. Can be resolved with minimal outside agency assistance.</td>
<td>Small highly localized clusters anywhere in the world with limited human to human transmission.</td>
<td>• Intense planning and preparation</td>
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<tr>
<th>Gettysburg College Event Level</th>
<th>WHO Phase Five</th>
<th>Gettysburg College Actions</th>
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<tbody>
<tr>
<td>Two</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endangers students, faculty and staff, and requires coordination with outside agencies.</td>
<td>Large clusters but still localized.</td>
<td>• Activation of Campus Emergency Response Team (CERT). • Preparing to suspend classes.</td>
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<tr>
<th>Gettysburg College Event Level</th>
<th>WHO Phase Six</th>
<th>Gettysburg College Actions</th>
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<tbody>
<tr>
<td>Three</td>
<td></td>
<td></td>
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<tr>
<td>Significant risk to students, faculty and staff and requires substantial coordination with outside agencies.</td>
<td>Increased and sustained transmission in the general population.</td>
<td>• Emergency Command System operating. • Suspension of on-campus classes for 7 to10 weeks. • Possible closure of the College.</td>
</tr>
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Policy Concerning Study, Travel, and Research in Countries:

The travel policy of the College will reflect the Center for Disease Control and Prevention Warnings.
**Emergency Operations Center/CERT:**

In accordance with the College’s Emergency Plan, the President will activate the Emergency Operations Center and the CERT when an Event Level 3 is declared. This declaration is likely to coincide with the World Health Organization’s announcement of a Phase Six Pandemic Stage (or at Phase Five, depending on the geographic location of the outbreak and/or the transmissibility of the disease).

**Suspension of On-Campus Classes and Other Campus Activities:**

In a public health emergency, the State of Pennsylvania has the legal authority to require implementation of social distancing measures that might result in the suspension of classes and/or other activities. The College can also make a separate decision to suspend classes or other activities, and that decision—according to the College’s Emergency Plan—would be made by the Core Group of CERT, in consultation with the President. Policy decisions will be made and implemented based on information received from various entities including college departments/units, county, state and national authorities, and other advisories gathered during the pandemic.

In the event of closure by the State, or by the Core Group, the following actions may be taken in accordance with Pennsylvania State Policies. Designated “Public Health Emergency Employees” may be required to fulfill their responsibilities. According to the policy, all other employees may be required to:

• Report to the workplace; or  
• Work at home; or  
• Work at an alternate site; or  
• Be excluded from the workplace

The following decision points are a guide to the decision-making process and may not be the only considerations. As the pandemic unfolds, new information may provide alternative choices.

• Transmissibility  
• Morbidity  
• Mortality  
• Geographic spread  
• Proximity of confirmed cases  
• Orange County Health Department recommendations  
• Closing of K-12 public schools  
• Falling class attendance  
• Rising employee absenteeism  
• Assessment of stake holder’s risk perception
Essential Functions:

In an influenza pandemic, a variety of functions will be necessary to continue to provide support for the safety and security of students, staff, faculty, and research projects/materials. Some examples of these functions are listed below with the respective departments in parentheses. Additional functions will be identified as individual continuity of operations plans are developed.

• Provide healthcare and psychological services for students. (Campus Health Services)

• Provide food for any students authorized to be on campus and other emergency employees as needed. (Dining Services)

• Provide energy services to the Gettysburg College campus. (Facilities Services)

• Provide technical guidance to affected departments and the removal and storage of chemical and radioactive waste. (Environment, Health and Safety)

• Provide housekeeping services for residence halls housing students and other facilities for “Public Health Emergency Employees.” Provide maintenance and repair for critical facilities. (Facilities Services)

• Provide monitoring and support for remaining students on campus. (Residence Life)

• Provide staffing support for essential departments and maintain communications with all employees. (Human Resources)

• Maintain the technology and communication services. (Information Technology Services)

• Provide accounting services, university receivables and payroll management. (Finance and Administration)

• Provide security and safety for the remaining students on campus, research laboratories and the campus. (Public Safety)

• Provide continuity of critical research and safety of laboratories. (Provost Office)
• Support remaining students on campus and provide continuing contact and communications with students and parents. (College Life)

• Provide support and communications to overseas students. (Off Campus Studies)

• Provide communications to all internal and external publics. (Communications and Marketing)

**Emergency Essential Employees:**

Emergency Essential Employees are defined as those whose duties and responsibilities are essential in carrying out critical operational or life safety services of the College. This would include all members of the Department of Public Safety. Designated emergency essential employees will be required to report to work during a College closing if they were previously scheduled to work that day. Emergency essential personnel may be called by their supervisor to report for work on a day off during a campus closing. Additional policies need to be developed for this new designation and respective departments will need to develop individualized Continuity of Operations Plans that identify and list those employees.

**College Response Strategies:**

**Cancellation of College Extracurricular Activities** - Refers to a situation where all non-academic College activities may be cancelled. All other academic classes and services will continue.

**Closure of the College** - Refers to the situation in which all College activities are suspended and all offices are closed; only emergency essential employees will report to work.

**Limited Services** - refers to the situation in which all classes and extracurricular activities are suspended, but other College services and operations are continued, and offices of the College continue with a reduced services and staffing schedule.

**Social Distancing** – alternatives to face to face contacts, work from home, teleconferences, online communications, reduction of group meetings, limiting and/or cancelling mass gatherings (shows, sporting events, etc.), etc…

**Personal Responsibility Disease Prevention Program** – hand washing, covering coughs, staying home when sick, avoiding the touching of your eyes, nose, or mouth, etc…
Personal Protection Equipment:

To date, the U.S. Centers for Disease Control (CDC) has issued pandemic influenza personal protective equipment (PPE) guidance only for patient care. The CDC is not likely to issue additional pandemic influenza PPE guidance until the threat becomes imminent. When CDC does issue guidance, Gettysburg College will follow it to provide the specified PPE (e.g., masks, gloves) to employees in CDC identified high risk job classifications, and to employees who perform high risk duties identified by CDC. Gettysburg College assumes that future CDC guidance will address the PPE needs of certain employees who care for sick students. We therefore must consider purchasing limited quantities of masks and gloves for those employee classifications who work for the Campus Health Service, Residence Life, Facilities Services, and Public Safety. Since CDC’s PPE recommendations will rely on a high level of risk (e.g., direct contact via care for sick patients), it is not likely that Gettysburg College’s limited PPE stocks will be available to all employees that departments may designate as “public health emergency employees.” To assess their PPE needs for pandemic influenza, Departments should contact the Department of Environment, Health and Safety for guidance.

Continuity of Operations Planning:

Individualized Division/Department Continuity of Operations Plans must be developed by respective divisions and departments in supplement to this plan and developed to cover the following issues:

Objectives of the Department or Unit
Essential Functions
Identification of “Public Health Emergency Employees”
Key Internal Dependencies
Key External Dependencies
Emergency Access to Information & Systems
Emergency Communication Systems
Leadership Succession
Mitigation Strategies
Recovery of Operations
<table>
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<tr>
<th>Incident Response Level Criteria and Corresponding WHO Phase</th>
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<tr>
<td><strong>Gettysburg College Emergency Plan Incident Response Level</strong></td>
</tr>
<tr>
<td>No current hazard to persons</td>
</tr>
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</table>

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<tr>
<th>WHO Phase</th>
<th>Phase 3—Pandemic alert period</th>
<th>Phase 4—Elevated pandemic risk</th>
<th>Phase 5—Pandemic imminent</th>
<th>Phase 6—Pandemic period</th>
</tr>
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<tr>
<td>Situation</td>
<td>• Current situation • Human infections with a new subtype, but no sustained human-to-human spread</td>
<td>• Small, highly localized clusters anywhere in the world with limited human-to-human transmission. • International travel advisories begin.</td>
<td>• Large clusters, but still localized. • Public health authorities urge to prepare for social distancing. • International travel warnings and passenger screenings begin • Virus characterized as having a high rate of transmissibility and/or mortality • Worried well begin to use resources • Trough between waves</td>
<td>• Increased and sustained transmission in the general U.S. population. • Confirmation of a high rate of transmissibility and/or mortality. • Immediately preceded by falling class attendance, students leaving campus and local public health recommendations to curtail/cancel public activities in PA. • Rising employee absenteeism. • International travel restrictions • Essential employees must report to work</td>
</tr>
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<tr>
<th>Gettysburg College Emergency Plan Response Level</th>
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<tr>
<td><strong>Emergency Management and Policy Making Responsibilities</strong></td>
<td>Review PI Response Plan  • Joint review of plans with Local Police, Emergency Responders, and Adams County Health Department  • Track preparedness tasks and accomplishments  • Identify essential functions and personnel campuswide  • Encourage departments to draft, update Continuity of Operations Plans for Pandemic Influenza</td>
<td>Assess threat and implement appropriate Level 1 activities</td>
<td>Assess threat and implement appropriate Level 2 activities  • Advise on activation of full CERT  • Plan for recovery in post-pandemic period</td>
<td>Activation of Full CERT</td>
</tr>
<tr>
<td>CERT (CERT) Advisory Group</td>
<td>Post Avian/Pandemic Influenza Web Site  • Develop Level 1 pandemic influenza communications.  • Plan for general information (non-health) call center?  • Assess PPE needs and stock</td>
<td>Issue Level 1 communications to (educational campaign, self-protection information, handwashing, promote seasonal flu vaccination)  • Select technical expert spokespersons for internal and media communications.  • Develop Level 2 communications.</td>
<td>Issue Level 2 communications (protocol for suspected cases, preparations for social distancing)  • Develop Level 3 communications.  • Develop post-pandemic communications (medical clearance, recovery)  Consider implementation of call center to receive calls.  • Distribute PPE to members</td>
<td>Issue Level 3 communications (self-protection, social distancing, etc.).  • Implement call-center  • Coordinate internal messages and news releases  • Manage media relations issues</td>
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**Incident Response Level Criteria and Corresponding WHO Phase**

| Incident Command (Director, Department of Public Safety) | Assess PPE needs and stock | • Implement Gettysburg College’s Emergency Plan.  
• Coordinates response with Environmental Health and Safety and Health Services Departments and Adams County Health Department. | • Gather information on number of suspected cases on campus and in Adams County  
• Advise CERT  
• Distribute PPE to members  
• Verify succession plan for leaders of essential departments | • Gather number of cases on campus and in County; report to CERT Core Group  
• Directs CERT when activated.  
• Consider activation of Emergency Operations Center.  
• Advise CERT Core Group.  
• When CERT is activated, direct tactical emergency operations; implement Level 3 activities. |

| CERT (CERT) Core Group | • Endorse Pandemic Influenza Response Plan  
• Approve PPE needs and stock | • If supplies, medicine and vaccine are limited, develop ethical and administrative guidelines for their distribution beyond public health emergency employees | • CERT Activated  
• Evaluate influenza pandemic effects; Re-evaluate response plan and priorities.  
• Draft succession plan for Gettysburg College leadership | • Authorize implementation of “Pandemic Influenza Social Distancing Policy”  
• Plan for post-pandemic recovery and resumption of normal College operations  
• Plan for revised instruction calendar and completion of the session. |
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**Responsibilities of Departments and Units**

All departments and administrative units must draft a Pandemic Influenza Continuity of Operations Plan

### Health and Counseling Services

- Provide medical consultation and guidance to the College administration.
- Assist Public relations Office with providing accurate information to the students, employees, and parent population.
- Develop surveillance plan for individuals with acute respiratory illness?
- Prepare Health Services for an increase in patient load/adjustment of hours.
- Maintain a working relationship with the Gettysburg Hospital as well as other State and Local health care agencies.
- Prepare an estimated supplies list and maintain a list of our current and other potential suppliers.
- Give seasonal influenza vaccinations
- Review PPE needs; inventory

- Look at the possibility of securing a negative airflow unit(s) to keep 1-2 rooms at the health service dedicated for seeing patients suspected of having H5aN1 virus.
- All patients will be instructed to wear facemasks and wash hands upon arrival to health services.
- Consider pre-appointment triage by an RN and document.
- Arrange to receive daily updates from the Gettysburg Hospital Planning and Response Committee regarding treatment protocols and care suggestions.
- Wear full PPE (mask, gown gloves, face shields) when within 3 feet of any patient with symptoms of H5N1 virus.

- Daily report of suspected cases to Incident Command.
- Receive antiviral for self, staff and families. Work with the CERT and Environmental Safety Officer in planning and securing these supplies.
- Public health emergency employees must report to work as deemed necessary
- Daily report cases to Incident Command
- Provide health services to remaining in College residents
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**Responsibilities of Departments and Units**
All departments and administrative units must draft a Pandemic Influenza Continuity of Operations Plan

**Health and Counseling Services (Continued)**
- Staff reviews and develops plans for treatment and observation of occurrence of avian flu in the student population.
- Promote seasonal influenza vaccination.
- Develop surge care plan?
- Arrange with facilities services housekeeping for twice a shift cleaning.

**Dining Services**
- Identify public health emergency employees and inform them of their responsibilities
- Identify suppliers and alternates for Level 3 meals
- Assess public health emergency employees PPE needs and stock
- Plan for delivery of Level 3 meals. Identify alternate suppliers.
- PPE distributed according to CDC and GC guidelines
- Order and stock Level 3 meals to support students
- Public health emergency employees must report to work
- Provide Level 3 meals to students and employees who remain on campus

**Facilities Services**
- Identify public health emergency employees and inform them of their responsibilities
- Needs assessment for housekeeping supplies
- Assess public health emergency employees PPE needs and stock
- Develop minimum staffing guidelines
- Cross Train personnel to maintain campus mechanical infrastructure
- Train housekeepers for hygiene and cleaning of personal contact surfaces (e.g., doorknobs)
- PPE distributed according to CDC and GC guidelines
- Public health emergency employees must report to work
- Change housekeeping procedures to prioritize public health emergency employees areas, remaining students, and cleaning of personal contact surfaces
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**Responsibilities of Departments and Units**

All departments and administrative units must draft a Pandemic Influenza Continuity of Operations Plan

**Facilities Services (Continued)**

- Develop plan for building preparedness that would maintain the integrity of the building systems and structure, while they are unoccupied and if faced with utility service interruptions
- Work with EHS to ensure identified staff are properly trained and fit tested for N95 mask
- Identify funding needed to potentially lock down entire campus.
- Identify vendors that could provide utility services to the College in the event of power outages and services interruptions
- Review with IT services needed to keep their infrastructure operating
- Assess supply levels of disinfectant cleaning chemicals and identify 3 month supply on hand to maintain designated areas

- Make purchases of necessary supplies and materials (lock cylinders, disinfectant, utilities)

- Identify staff availability
- Prepare to begin closing down campus facilities to a minimum level necessary to maintain the infrastructure.

- Identify vendors that could provide utility services to the College in the event of power outages and services interruptions
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### Responsibilities of Departments and Units

All departments and administrative units must draft a Pandemic Influenza Continuity of Operations Plan.

#### Information Technology

- CS/ITT plans and maintains a reserved supply of available desktop/laptop PCs, consumables such as toner and paper to be used in the event of a maintenance or supply chain disruption.
- IO plans remote reboot hardware for all critical server and network hardware and makes it operational.
- IT staffs plans for and accomplishes cross training in critical IT areas.
- Primary, secondary and tertiary duties and responsibilities are assigned to all IT staff for use under phase 5 and Phase 6 operations.
- IT plans, acquires funding for and implements a work-at-home telecommuting infrastructure for use in an emergency to include access to the college's telephone and network services, calendaring and collaboration tools.
- IO identifies and procures a reserve supply of replacement switch and network gear to be used in the event of maintenance or supply chain disruption.
- IT distributes its Pandemic Preparedness Plan to its employees, and trains staff in its use.
- IT conducts periodic drills and exercises to maintain a state of implementation readiness.
- IO evaluates and upgrades its academic and administrative VPN remote access servers as needed to allow simultaneous use by up to 200 simultaneous users each. VPN accounts established for all faculty and staff.
- IT calls an ALL IT meeting and activates its preparedness plan.
- IT student employees and volunteers are furloughed.
- IT places a high priority on essential computer, application and network services and work related to pandemic. Routine work, work on non-essential projects and similar are given a low priority and worked on only as time is available.
- IT makes its emergency telecommuting systems operational and available for use.
- IO evaluates (every two weeks) the status of all network systems and devices to verify 100% operational and all preventative maintenance is up to date. Any deficiencies are corrected immediately via maintenance or replacement.
- IT implements day to day real time monitoring and evaluation of systems that could be threatened by shipping or delivery delays and immediately orders stock accordingly via rush delivery.
- IT curtails all non-critical off campus travel
- ITT/IO conduct JIT training sessions on how to use telecommuting services.
- IT implements no contact rules.
- IT activates emergency organizational tree and advertises same to all users.
- IT curtails all off campus travel
- Telecommuting services are offered to all faculty and staff who can use them.
- IT bans use of college network for recreational purposes.
- IT staff works primarily from home or from off campus locations, responding to onsite emergencies on a case-by-case basis, and consistent with any federal, state or local rules/guidelines.
- IT coordinating work from home – campus is closed.
### Gettysburg College Emergency Plan

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### Responsibilities of Departments and Units

All departments and administrative units must draft a Pandemic Influenza Continuity of Operations Plan

#### Environmental Health and Safety (EHS) – (Collaborative Effort by DPS and HR)
- *Identify funding for N-95 respirators.
- *Purchase as many N-95 respirators as possible.
- *Conduct medical evaluations on emergency personnel.
- *Provide respiratory protection training to emergency personnel medically fit to wear respirator.
- *Fit test emergency personnel.
- *Identify alternate bio-waste hauler.
- *Bulk purchase N-95 respirators.
- *Provide respirators to departments.
- *Maintain distribution log
- *Arrange for additional medical waste pick-up.
- *Departments distribute respirators to emergency personnel.
- *Departments maintain distribution log.

#### Human Resources
- *Determine emergency preparedness plan.
- *Encourage influenza vaccinations for all employees of the college. Investigate the possibility of subsidizing flu shots for employees.
- *Provide educational opportunities to employees through wellness programs.
- *Restrict travel to affected geographic areas (both domestic and international travel).
- *Evacuate employees working in or near an affected area when an outbreak begins.
- *Begin thinking about cross-training to ensure essential functions of college can be performed in event of high absentee rate.
- *Investigate employee health benefit coverage levels – seek option for home health care.
- *Provide continued education to employees pertaining to health and wellness – designate an official spokesperson to provide updates for pandemic activities.
- *Encourage employees to stay home if they have flu like symptoms – require immediate mandatory sick leave for infected employees.
- *Limit meetings – encourage communication via phone or email.
- *Provide support and assistance to emergency workers.

*Work to implement automated pay procedure for staff employees.
* Implement special pay policies as determined by CERT.
* Identify community organizations within the local community who could provide services to college employees – i.e. EAP, United Way, red cross, etc.)

* Provide support and assistance to emergency workers.
Residence Life Plan for Pandemic Influenza

Level 0 (WHO Phase 3)

- Develop professional staff and student staff guidelines.
- Assess staff PPE needs and stock.

Level 1 (WHO Phase 4)

- Inform students of social distancing recommendations
- Train professional and student staff on personal hygiene, level 2 and 3 plans, symptom recognition, and review protocols for reporting illness in the residence halls.
- Determine criteria for determining which students can remain on campus when classes are cancelled. Review level two and three plans to support students who remain on campus (in depth conversations with facilities and dining)
- Work with off-campus studies to identify the need to accommodate students who are returning to campus to complete their semester on campus because their off-campus program is cancelled. Health Center recommendations relating to illness incubation period would need to be followed before students are allowed to return to campus. Review of housing options for students returning to campus.

Level 2 (WHO Phase 5)

- Gather Res. Life professional and student staff to review level two and three plans and their role on campus. This meeting should be done with the cooperation of Health Services staff (email communication if it is recommended that meetings do not occur).
- Ask student to develop plans for departing campus if classes are cancelled. They should communicate with parents and discuss multiple transportation options.
- Identify rooms and buildings that could be used for quarantine, isolation while ill students are still on campus (residential spaces and/or campus meeting rooms).
- Identify rooms and buildings that could be used for students who are unable to depart campus. Suggested locations:
  - Option 1 (apartments with kitchens)
    - College Apartments (independent AC units) – 34 beds (two students to an apartment in single rooms)
    - Apple (independent AC units) – 89 beds (all students in singles, range of 2 or 3 students per apartment, not using third floor apple loft apartments)
    - Total – 123 beds
  - Option 2 (rooms with private bathrooms, independent AC units, but no kitchens – food served in Dining Center)
    - Paxton – 32 beds (one student per room)
    - Smyser – 19 beds (one student per room)
    - Lahm – 24 beds (one student per room)
    - Colonial – 30 beds (one student per room)
    - Total - 105 beds
- Develop procedures for identifying students who need to remain on campus and therefore must relocate to predetermined emergency housing (see options 1 and 2 above).
• Develop a procedure for closure and evacuation of campus residence halls and houses. Suggested items for discussion:
  o Review professional staff role responsibilities in facilitating the evacuation and closure of buildings. Given the absence of student assistance in closing buildings, identify other College Life staff who can assist with closing buildings
  o Determine whether students will be allowed to keep their belongings in their rooms or if they must completely vacate the space.
    ▪ Identify additional storage space for storing personal items belonging to students who can leave campus but cannot take certain items home with them.
  o Res. Life and Facilities – Review procedure for closing and locking down residence halls not in use
    ▪ Trash removal, key collection, cleaning of facilities being used for students not departing campus, changing exterior door cores, etc.
  o Res. Life and Facilities – Review plans for preparing halls that will house students who remain on campus (cleaning during transition, provide ample supply of toilet paper and cleaning/disinfecting supplies, etc.)

Level 3 (WHO Phase 6)

• Gather Res. Life professional and student staff to review level three plans and their role on campus. This meeting should be done with the cooperation of Facilities staff (email communication if it is recommended that meetings do not occur).
• Implementation of plans developed in Level 2.
• All Res. Life professional staff are on call and remain in Gettysburg working from home (office when necessary for essential staff).
• Develop and implement communication plan with students continuing to reside on campus.
EES Pandemic Flu Plan

The EES Division has developed a Pandemic Flu Plan that provides guidance for each divisional department on how to cope with this emergency on campus. Detailed plans for the Office of Admissions and Office of Financial Aid recognizing the critical need to keep these net revenue areas functioning (if possible) are maintained by those respective departments.

All plans:

• Appoint one person (or team of staff) to implement the emergency plan and direct the department’s response on campus or at an emergency site.

• Define the leadership tree for decision-making.

• Establish communication capabilities and business process protocol.

• Establish a central location or communication format from which to coordinate responses and make key decisions.

• Provides detailed instruction on where and how to access critical information to keep key office functions up and running despite leadership vacuums which may occur.

While the specific “pandemic flu” scenario will determine a course of action, these plans provide a blueprint for action for the EES team and the College. This plan assumes that the EES team will follow the directions provided by CERT for College-wide decisions identified in the office specific plans. It also assumes that the Communications and Public Relations office will follow the protocols outlined to manage a campus crisis and provide strong communication to all constituencies where possible. The leadership tree in EES is as follows:

Vice President for Enrollment & Educational Services
Associate VP for Enrollment & Educational Services/Director of Institutional Analysis
Director of Admissions
Director of Athletics
Director of Financial Aid
Associate VP of Communications and Marketing
Director of Web Communications and Marketing

The EES senior leadership team will communicate by phone, e-mail, or, if needed, via the EES shared drive or Angel. We expect (and hope) that the Information Technology Division will provide support to keep key offices functioning. More details are outlined in department specific plans. All EES emergency plans can be found on the EES shared drive and hard copies in the VP of EES office and in each respective department.
Outlined below are the specific steps the EES senior leadership team will take upon notification by CERT:

**Step #1:**
- Communicate to each EES director the incident and the areas impacted by the breakout. Meet, if possible, in EES conference room. Review the directives, if available.
- Determine the implications for EES offices and functions (staffing, operations, etc.)
- Determine if we need IT support or other campus support to keep admissions and financial aid offices operating.

**Step #2**
- Each EES Director contacts staff members regarding operating decisions.

**Step #3**
- Assume that web postings and communications continue with PR and Web Communications to service the entire community.

**Step #4**
- Continue to meet or communicate via the EES shared drive or phone daily for status reports and decision-making

**Communications and Marketing**

This office would follow the protocol outlined by CERT and contained within this plan. They would be expected to be the office responsible for developing communication messages to all the campus constituencies. The leadership team from Communications and Marketing is as follows:

- Associate VP of Communications & Marketing
- Director of Communications & Marketing
- Director of Publications & News Media
- Staff Writer for Communications & Marketing

The College’s Crisis Communication Plan would be the template this office would follow. This is placed on the EES shared drive and can also be located in the EES office files.
**Athletics**

The Athletic Department will follow the emergency notification chain outlined in the Gettysburg College Emergency Booklet. In addition, specific attention will be directed toward the welfare of our student athletes and teams whether they are on or off-campus.

Contests and practices would be a command decision depending on levels and threats. Athletic contests and practices would be cancelled.

Recruiting – No visits. No travel by coaches. Everything done electronically or by phone. We would need to coordinate with admissions to facilitate the recruitment process. The Athletic Recruitment Operations Center would operate as the center of recruiting communications.

**Institutional Analysis**

This office would follow the protocol outlined by CERT and this plan. The Office will continue to provide information and data support as necessary and will assist other EES departments as may be necessary to minimize the effects of the emergency on the operations of the EES Division. In the absence of the director, the Associate Director will carry out the duties of the Director.

The Net Revenue Model will be placed in the EES shared drive or made available on a flash drive so that divisional business can continue uninterrupted.

**Admissions**

The admissions office has a separate office plan in response to a pandemic event and their plan is based upon timeframe within the admissions cycle. It *assumes that the admissions office will be closed and that staff will be working from home.* It can be modified if the office is open, but the staff is not a full one. We know that tragic events may require the plan to change as leadership deems necessary.

The leadership tree for the admissions office is as follows:
- Director of Admissions
- Sr. Associate Director of Admissions and/or
- Sr. Associate Director of Admissions/Coordinator of Technical Operations
- Sr. Assistant Director of Admissions and/or
- Sr. Assistant Director of Admissions
- Sr. Assistant Director of Admissions
- Assistant Director of Admissions

The admissions staff will need the full support of the IT division to assure that all technical parts of the plan are able to function.
Financial Aid

The Pandemic Flu Plan for the Office of Financial Aid is comprised of scenarios based on different calendar points during the award year. This plan is separate from the College’s emergency plan and is maintained by the Financial Aid Office.

Leadership – Organization Chart

Director of Financial Aid
Associate Director of Financial Aid
Assistant Director of Financial Aid
Financial Aid Counselor

Office of the Provost

The Office of the Provost at Gettysburg College has created supplemental documents to serve as a guide to operations and actions of the College’s Academic Division if a pandemic disease affects the College, any of its students abroad in off-campus studies programs or in College-sponsored or -sanctioned travel, or the borough of Gettysburg. As it is impossible to create a formal response to every scenario, the Office of the Provost provides an outline of responses that include general and specific actions. In the event of circumstances outside those foreseen in the creation of this document, the Provost—working in consultation with the Vice Provost and Associate and Assistant Provosts—has the authority to make and enact decisions that she or he deems suitable, reasonable, and just as they pertain to the College’s students, academic personnel, and overall academic program.

The topics that must be considered and/or addressed by the Office of the Provost in this plan include, but are not limited to, the following:

– message to students regarding the College’s response to a pandemic disease;
– suspension or cancellation of classes;
– student grades in courses in progress;
– alternative instructional procedures to enable possible continuity of instruction in the event of College closure;
– maintenance of research laboratories (especially those with animals or live specimens);
– refunds for student payment of tuition;
– College students abroad; and
– departmental closings and associated tasks.
Message to Students at Gettysburg College

“Gettysburg College has put in place a planned, emergency response to the outbreak of a pandemic disease at the College or an outbreak elsewhere that affects its students and staff wherever they may be. The Office of the Provost will bear responsibility for all academic matters in such a situation.

“Should an outbreak occur at the College, a set of actions by the Office of the Provost will occur, including, but not limited to, the following:

– classes may be canceled;
– assistance may be offered to faculty and students to return home before any national and international travel restrictions are imposed by the U. S. Federal Government;
– academic, research, and scholarly activities on campus may be reduced or suspended;
– electronic communication (i.e., electronic mail, conference calls, etc.) may replace personal interactions; and
– a recovery plan will return the College and its academic programs to life once the disease outbreak has been controlled or eliminated.

“The Gettysburg College Response Plan to a Pandemic Disease is similar to that being established by colleges and universities around the United States and will become active as the severity and extent of any pandemic disease escalates. The Plan follows a prescribed set of Levels, which are set by specific trigger events, and their associated response actions – as outlined above.

**Level 0**  “The threat of a pandemic disease is identified” – pre-event assessment and planning:

The College will construct an emergency-response plan to a potential pandemic disease, and the Office of the Provost will craft the portion of the plan in regards to all academic operations.

**Level 1**  “Small, highly localized clusters anywhere in the world with limited human-to-human transmission – intense planning and preparation”

College remains open, and academic operations will continue as usual. Specific steps will be taken to prepare for Level 2. Communication among elements of the College will increase so that all are aware of the implementation of any plans.
**Level 2**  “Large clusters, but still localized – pandemic imminent - (examples include local public health recommendations and increasing student and employee absenteeism)”  
College implements social-distancing measures. Classes and other, scheduled activities may be canceled. College divisions prepare for closing and initiate liberal leave policy for non-essential employees. Healthy, essential employees and emergency workers report for work.

**Level 3**  “Increased and sustained transmission in the general U.S. population – significant risk to campus community members”  
All College residences will close and, as soon as possible after that, most administrative offices and academic buildings will close.

All research and scholarly activities, except those with critical facility needs (e.g., animal or specimen care), will be interrupted until the pandemic period has passed. The college will be officially closed and under a state of declared emergency situation.

**Recovery Level**  “begins when pandemic disease is controlled or eliminated”

“Normal College operations will resume following any closure.

**Academic Courses and Awarding of Course Grades**

Should the College close for an extended period of time due to a pandemic disease, consideration must be given to the duration and timing of the closure.

**Closure of less than two weeks:** Classes will be completed as scheduled.

**Closure of more than two weeks:** The semester may be extended unless the closure occurs within four weeks of the end of the semester. If closure occurs inside this critical, four-week period, the Office of the Provost will consider students’ final grades in classes for the semester to be those at the time of closure.

**[Optional] Closure during final four weeks of the semester:** If the College can re-open following a closure of more than two weeks but not more than four weeks during the final four weeks of a semester, the Provost may consider recommending to the President that the Fall semester be extended until later in December or the Spring semester be extended until later in May.

In the event that classes are canceled, and in light of federal recommendations that alternate forms of instruction be considered in such a situation, the Office of the Provost will entertain plans for extraordinary means of conducting classes.
An evaluation of current offerings by the College indicates that no classes are conducted in an online- or distance-learning fashion; however, seminars with few students (16 students or less) might continue as conference-call classes, and other classes might be completed through independent study, directed readings, and “written” assignments by electronic mail, web logs, podcasts, or listservs if the internet is available and operable.

The Effects on Research and Scholarly Activity

Without doubt, the closure of the College to a pandemic disease will affect faculty members’ conduct of research and scholarly activity. Those activities that do not require specific support of College facilities (i.e., those a faculty member may conduct with equivalent freedom in locations on or off of the campus) may proceed unaffected, yet those that depend on College facilities may face severe constraints.

The Office of the Provost is especially sensitive to the needs of faculty who engage in research that includes animals, perishable specimens, or delicate equipment. In such cases, it may not be possible merely to shut down laboratories during a pandemic closure of the College

General Laboratory Guidelines

The following is a list of tasks to close safely a general science laboratory for a period of up to several weeks. Note that the managers of all laboratories should be aware of peculiarities of their research spaces that may necessitate the need for additional or even modified tasks for safe and secure closure.

1. Create a list of emergency contact information for all members of the laboratory staff (faculty, students, and staff) and share this information with them.

2. Place all chemical agents in appropriate storage locations. If old containers are not intact, place agents in equivalent containers, write chemical names and any warnings on new containers, and dispose properly of old containers.

3. Place chemical materials or samples that normally reside on benches or in fume hoods in secure, closed, and labeled containers.

4. Terminate all on-going chemical reactions and place chemical agents in secure, closed, and labeled containers in appropriate storage locations.

5. Place all biological materials in appropriate storage locations. Incubating cultures must be destroyed or stored (as appropriate for organism).

6. Store temperature-sensitive chemicals, microorganisms, or other such materials in uninterruptible-power refrigerators or freezers, check temperature settings, and close
and secure doors. A good practice is to place an index card for each stored item—with pertinent information on the specimen or chemical—on the laboratory’s main door.

7. Autoclave all biological waste and place in rubbish bin outside laboratory’s building.

8. Place radioactive isotopes and other controlled substances in appropriate and secured storage locations.

9. Shut off heating equipment (burners, ovens, incubators, etc.) and unplug from electrical outlets.


11. Shut off compressed-gas systems and utility gas (e.g., natural-gas jets).

12. Disconnect all electrical experimental apparatus.

13. Place sign with emergency-contact information on laboratory door.

14. Turn off fume hoods, close their sashes, and close and lock all laboratory windows.

15. Remove all trash from laboratory and place in rubbish bins outside building.

16. Power-down all computers and peripheral equipment that will not be needed when the laboratory is shut down.

17. Conduct a final walk-through inspection of all spaces in the laboratory.

18. Turn off all lights and close and lock doors when departing.

**Special Laboratory Guidelines for Animal or Specimen Protection**

The Provost realizes that some laboratory spaces carry a special status because of particular needs and may not be closed even if a pandemic disease necessitates closure of the College. Such spaces include those that house animals or delicate biological specimens and those containing sensitive scientific equipment that might suffer irreparable harm if shut down.

The Office of the Provost will develop a list of those spaces on the Gettysburg College campus that require special attention in the event of mandatory closure of the campus. Further, the Vice Provost will work with managers of those laboratories and the appropriate department chairs and program coordinators to identify the specific needs for each laboratory. Finally, the Vice Provost will work with those managers, chairs, and coordinators to set, if needed, the College’s procedure for closure of facilities housing animals.
Refund of Tuition in Case of Class Cancellation

The College currently has an established refund policy on tuition, room, board, and fees. Any modifications to this policy would need to be determined based on decisions regarding length of closure, cancellation of classes/services, and granting of academic credit. Modifications of the current refund schedule would come from the Office of the President and require approval of the appropriate offices at the College and the Board of Trustees.

Gettysburg College Students Abroad

The College’s plan for response to a pandemic disease for its student’s abroad in off-campus studies programs or in College-sponsored or -sanctioned travel is titled “Crisis Management for International Programs” and is described above within this emergency operations plan.

Departmental Closings and Associated Tasks

The Office of the Provost will lead the response of the Academic Division to any pandemic disease arriving at the College, but the Provost will rely on the assistance of senior staff in the Academic Division (examples include the Director of the Musselman Library and the Registrar), department chairpersons, program coordinators, or designated members of the faculty to execute elements of the plan at various levels within the Academic Division.

To put this response plan in place, the Provost will have discussion with members of her or his senior staff, the chairpersons of academic departments, and coordinators of academic programs to identify issues peculiar to a given unit in the face of a mandatory closure of the College (examples are protection and maintenance of non-IT computer servers or securing special-function laboratory spaces). Once those special needs are identified, the same individuals will craft plans for closure or maintenance of essential functions and then share those plans with the Office of the Provost. If outside contractors, service providers, or other agents are required for closure or maintenance, those individuals or organizations and their full contact information will be included in the plans submitted to the Provost.

In anticipation of an arrival at the College of a pandemic disease, the Office of the Provost has identified a series of actions and tasks to be performed by departments within the Academic Division:

*Actions by Departments in the Academic Division Before Closure:*

- Identify essential or mandatory operations of the department that must remain in a partial-on or full-on status during closure of the College, identify the individuals and their backups who will have responsibility for those operations, and create a communication plan so that the employees’ availability is verified on a regular basis.
• Identify which work assignments may be completed from home.

• Encourage all employees to enroll in the direct-deposit program because on-campus distribution of paychecks will be suspended during a mandatory closure of the College.

• Determine a process for timesheet submission and approval.

• Determine which, if any, service contracts with outside agencies or individuals must be suspended or maintained during closure (and determine if contracts will permit suspensions—if not, determine how to revise contracts).

• Temporarily suspend all faculty and staff searches and notify applicants that the searches will resume after the College re-opens.

• [OPTIONAL] Beginning 1 April 2007, include in advertisements for faculty and exempt-staff searches a statement along the lines of the following: “In the event of a temporary closure of the College, open searches will be temporarily suspended but will resume when the College re-opens.”

Actions by Departments in the Academic Division At Closure:
• Change voicemail messages on both departmental and individual employee numbers.

  • Departments or programs expected to suspend on-campus operations should consider use of the following voicemail message:

    “Beginning on DD MMMMM 2007, the Department/Program of _______ at Gettysburg College will be closed until further notice. Messages left at this number will be checked occasionally, but response from the Department/Program may take days or weeks. We appreciate your patience during this difficult time.”

  • Departments or programs anticipating continuation of mandatory or essential services should consider use of the following voicemail message:

    “Beginning on DD MMMMM 2007, the Department/Program of _______ at Gettysburg College will be closed until further notice. Certain mandatory or essential services must be maintained, but ordinary operation of the Department/Program is suspended. General messages left at this number will be checked periodically, but response from the Department/Program may take days or weeks. We appreciate your patience during this difficult time.”
- Secure all departmental assets: credit cards, keys, office equipment, building entry access cards, and other high-value assets.

- Ensure that any cash and check receipts on-hand (e.g., for sale of course notebooks) are properly deposited through the Financial Services Office prior to closure.

- Submit and approve any timesheets on-hand.

- Set thermostats to 65 degrees (in winter) and 78 degrees (in summer).

- Inspect, close, and lock all ground-floor accessible windows.

- Remove all food and other items from office refrigerators. Unplug each unit and leave doors open.

- Remove live plants by allowing employees to care for them at home.

**Plan, Review, Update, and Distribution**

The Emergency Coordinator and CERT Advisory Group shall review this campus emergency management plan on an annual basis – typically in the summer/fall of each calendar year.

As part of the review, the Emergency Coordinator will seek input and recommendations from GC departments and agencies participating in the plan, as well as Adams County Office of Emergency Services. If necessary, appropriate meetings will be conducted to assure critical issues are addressed and that changes are appropriately implemented.

A copy of the plan will be distributed to the following people or locations:

**GC Campus** – Hard Copies will be distributed to all members of CERT.

**Local Government**

- Emergency Services of Adams County
- Gettysburg Borough Emergency Management Services
- Cumberland Township Emergency Management Services

**Fire Service**

- Fire Chief
- EMA Director
Emergency Medical Services

- Gettysburg Hospital- Medic 28
- Gettysburg Fire Department- Ambulance Service

Law Enforcement

- Gettysburg Borough Police Department
- Cumberland Township Police
- Pennsylvania State Police
Emergency Agencies
Adams County Department of Emergency Services, 230 Greenamyer Lane.

**Business Hours:** 1.717.334.8603;

**Non-Business Hours** 1.717.334.9175

Adams County Highways/Roads

Penn Dot 1.717.334.3155
Gettysburg Scenic Railway 1.717.334.6932

Pennsylvania Emergency Management Agency 1.717.783.8150

Adams County Sheriff Department 1.717.337.9828

Adams County American Red Cross 1.717.334.1814

**Highway Departments**

Gettysburg Borough Highway Department- Dan Hilyard 1.717.334.4666

Pennsylvania State Environmental Conservation

Department of Environmental Resources 1.800.424.8802

Pennsylvania State Police 1.717.334.8111
http://www.pema.state.pa.us/

CHEMTREC (Chemical Emergencies) 1.800.424.9300
(Help see www.chemtrec.org/)

National Response Center 1.800.424.8802

State Spill Hotline (Oil & Hazardous Material Spills)

Department of Environmental Protection Emergency Response 1.800.812.3782

US Environmental Protection Agency Region 3

Emergency Response 1.800.438.2474

Utilities

Met- Ed 1.800.545.7738
Adams Electric 1.800.726.2324
Columbia Gas 1.888.460.4332
Gettysburg Municipal Water and Sewer 1.717.6738 or 334.3935
## Local Resources

### Local News Media

<table>
<thead>
<tr>
<th>Type</th>
<th>Agency/Business</th>
<th>Contact</th>
<th>Phone #</th>
<th>Emergency #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio</td>
<td>WGET</td>
<td>On Duty</td>
<td>1.717.334.3101</td>
<td>Same</td>
</tr>
<tr>
<td>Newspaper</td>
<td>The Evening Sun</td>
<td>On Duty</td>
<td>1.717.637.3736</td>
<td></td>
</tr>
<tr>
<td>Newspaper</td>
<td>The Gettysburg Times</td>
<td></td>
<td>1.717.334.1131</td>
<td></td>
</tr>
<tr>
<td>TV</td>
<td>ABC news WHTM Ch 27</td>
<td></td>
<td>1.717.236.1444</td>
<td></td>
</tr>
<tr>
<td>TV</td>
<td>NBC news WGAL Ch 8</td>
<td></td>
<td>1.717.735.7305</td>
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</table>

### Local Non-Emergency Businesses

<table>
<thead>
<tr>
<th>Item</th>
<th>Agency/Business</th>
<th>Contact</th>
<th>Phone #</th>
<th>Emergency #</th>
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</thead>
<tbody>
<tr>
<td>Towing Service</td>
<td>Dick's Towing</td>
<td>On Duty</td>
<td>1.717.334.7070</td>
<td>SAME</td>
</tr>
<tr>
<td>Towing Service</td>
<td>Road Rangers</td>
<td>On Duty</td>
<td>1.717.337.9633</td>
<td>SAME</td>
</tr>
<tr>
<td>Towing Service</td>
<td>Lady &amp; Taylor</td>
<td>Heavy Trucks</td>
<td>1.717.528.4196</td>
<td>SAME</td>
</tr>
<tr>
<td>Rental Equipment</td>
<td>Gettysburg Rental Center</td>
<td></td>
<td>1.717.334.0021</td>
<td></td>
</tr>
<tr>
<td>Radio Equipment</td>
<td>Com Pros</td>
<td></td>
<td>1.800.647.5001</td>
<td></td>
</tr>
</tbody>
</table>

### Hospitals

- Gettysburg Hospital emergency room 1.717.337.4357
- Carlisle Hospital emergency dept 1.717.245.5500
- Carroll County General Hospital 1.301.848.3000
- Chambersburg Hospital emergency room 1.717.267.7146
- Hanover Hospital emergency dept 1.717.633.2000
- University Medical Center Hershey 1.717.531.8521
- Life Lion Aero medical helicopter 1.800.225.4837
- York Hospital 1.717.771.2345
# Radio Frequencies

## Scanner Frequencies Monitored

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Location</th>
<th>Agency</th>
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<tbody>
<tr>
<td>46.060</td>
<td>Cumberland County</td>
<td>Fire Dispatch</td>
</tr>
<tr>
<td>46.16</td>
<td>Franklin County</td>
<td>Fire Dispatch</td>
</tr>
<tr>
<td>33.900</td>
<td>York County</td>
<td>Fire Dispatch</td>
</tr>
<tr>
<td>45.440</td>
<td>Gettysburg</td>
<td>Highway Department</td>
</tr>
<tr>
<td>45.320</td>
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## Emergency Management Frequencies

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<th>Frequency</th>
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<tbody>
<tr>
<td>154.755</td>
<td>State Police Car to Car</td>
</tr>
<tr>
<td>154.950</td>
<td>State Police Car to base</td>
</tr>
<tr>
<td>155.505</td>
<td>State Police Base to Car</td>
</tr>
<tr>
<td>44.640</td>
<td>Pa Game Commission</td>
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<tr>
<td>458.525</td>
<td>Pa Emergency Management</td>
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## Emergency Medical Frequencies

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<tr>
<th>Frequency</th>
<th>Description</th>
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<tbody>
<tr>
<td>462.950</td>
<td>Med 9 Base to Mobile</td>
</tr>
<tr>
<td>467.950</td>
<td>Med 9 Mobile to Base</td>
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## Fire Frequencies

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<tr>
<td>46.180</td>
<td>Adams County Fire 1- Dispatch</td>
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<tr>
<td>46.200</td>
<td>Adams County Fire 2</td>
</tr>
<tr>
<td>46.260</td>
<td>Adams County Fire 3</td>
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<td>46.320</td>
<td>Adams County Fire 4</td>
</tr>
<tr>
<td>46.300</td>
<td>Adams County Fire Police</td>
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## Campus Frequencies

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<td>464.975</td>
<td>Facilities Services</td>
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<td>Frequency</td>
<td>Description</td>
</tr>
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<td>------------</td>
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</tr>
<tr>
<td>464.925</td>
<td>Safety &amp; Security</td>
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<tr>
<td>45.380</td>
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<td>45.500</td>
<td>Adams County Police 2- Dispatch</td>
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<td>45.540</td>
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<table>
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<tbody>
<tr>
<td>162.550</td>
<td>National Weather Service</td>
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PLAN DE-ACTIVATION

When emergency conditions are stabilized and normal College operations can resume, the Emergency Plan will be de-activated by the EOC Incident Commander, along with the College President and CERT. A formal announcement will be disseminated, using all emergency information and notification systems.

If the nature of the incident requires an extension of some emergency services, special EOC work groups may be appointed to coordinate those continuing activities among selected SOCs. Continuing issues may include:

- Ongoing repairs and their staging
- Academic or administrative space adjustments
- Support services for impacted students, faculty, or staff
- Community relief efforts

PLAN RE-ASSESSMENT

Immediately following the cessation of Level 2 or Level 3 emergency operations, a survey of EOC Team members, the Satellite Operations Centers, and campus constituents will be conducted to evaluate the effectiveness of the response. Survey results will help determine whether portions of the Emergency Plan must be modified, as a result of the emergency experience. The Director of Public Safety and CERT Advisory Group will prepare a written “After-Action Summary Report” summarizing post-event observations, and will coordinate appropriate Emergency Plan revisions.

COST RECOVERY

One of the final EOC actions may be to appoint an “Emergency Cost Recovery Work Group.” The composition of the Work Group will be related to the nature and magnitude of the emergency, but will include a core membership representing:

- The Provost or Vice Provost
- Vice President for Finance and Administration
- Vice President for College Life and Dean of Students
- Executive Vice President
- Director of Auxiliary Services
- Director of Facilities Management
- Director of Human Resources and Risk Management
- Associate Director of Public Safety (Life and Fire Safety Manager)
- General Counsel (as needed)
ANTI-TERRORISM PLAN

Preface:

There are no universal solutions to preclude terrorist attacks, since the threat is largely unpredictable and certainly will change over time. As such, this antiterrorism operations plan is not intended to identify or define specific terrorist threats, nor is it intended to mandate wholesale hardening of buildings, resources, or facilities. This guidance is principally intended to be used for Public Safety personnel and other key campus officials in their preparation and planning in response to specific terrorist assessment data. The dynamic and opportunistic nature of terrorism hampers efforts to define the character and level of threat. The objective of this plan is to prepare Public Safety personnel, CERT, and other key campus officials in an effort “to reduce the vulnerability of personnel and facilities to terrorism while balancing defensive measures with institutional mission requirements and available resources.” No matter how many measures are implemented, risk is always present.

To ensure this plan is implemented in a coordinated manner, the antiterrorism operations plan is designed to provide overall guidance to Public Safety personnel and key institutional personnel concerning how to respond to a potential or actual terrorist threat or incident that occurs on or near the campus proper. This plan is not all inclusive and is in supplement to other emergency operations procedures as outlined within the EOP.

Purpose:

The purpose of this plan is to facilitate an effective Public Safety response to all threats or acts of terrorism that are determined to be of sufficient magnitude to warrant implementation of this plan and the associated plans within this EOP.

- Establishes a structure for a systematic, coordinated, and effective Public Safety response to threats or acts of terrorism;
- Defines procedures for the use of Public Safety resources to augment and support local, State, and federal law enforcement entities;
- Encompasses both crisis and consequence management responsibilities, and articulates the coordination relationship between these missions.

Scope:

This antiterrorism operations plan is a strategic document that:

- Applies to all threats or acts of terrorism that may impact Gettysburg College;
- Provides planning guidance and outlines operational concepts for the Public Safety crisis and consequence management response to a threatened or actual terrorist incident that may impact Gettysburg College;
- Serves as a supplement in further development of related emergency plans contained within this EOP;
- Includes guidelines for Public Safety response to specific threats or acts of terrorism;
- Acknowledges the unique nature of threats and acts of terrorism and the activities necessary to mitigate a specific threat or incident; and
- Illustrates ways in which Public Safety personnel can most effectively unify and synchronize their response actions.
Soft Target Identification:

The Department of Homeland Security has identified all college campuses as eventual “soft” targets for potential acts and/or threats of terrorism. Understanding that our campus is extremely vulnerable to an act or incident of terrorism places Public Safety in a difficult position to ensure all reasonable measures are taken to mitigate these vulnerabilities. The identification of “soft” targets may change depending upon the specific threat received. For purposes of this document and without specific threat information, the primary institutional “soft” targets have been identified as follows:

- President, President’s House, and Senior Staff;
- Penn Hall and the White House – historical significance, technology HUB;
- CEP – power station/technology HUB;
- Railway System Adjacent to Campus;
- CUB, Library, and Dining Hall – major student gathering points;
- Residence Halls;
- Science Center/Master’s Hall – labs and hazardous materials storage areas;
- Large College Events – this may also include events at the Majestic Theatre.

Threat-Conditions:

To ensure smooth communication and coordination in light of a threat or an act of terrorism that may directly or indirectly impact the mission of Gettysburg College, the following threat-conditions and levels of security response have been established. Each threat-condition has a set of identified security response measures that will be automatically implemented upon initiation of that specific threat-condition. The establishment of a specific threat-condition is the responsibility of the Director of Public Safety in consultation with the President and CERT.

**Threat Condition Alpha** – (Lowest threat condition – minimal threat) – a general threat of possible terrorist activity against targets within the general geographical area – the nature and extent of the threat are unpredictable. Received threats do not warrant actions beyond normal liaison notifications or placing assets or resources on a heightened alert (operating under normal day-to-day conditions).

**Public Safety Response Measures:**

- Ensure Public Safety personnel receive training on the antiterrorism operations plan and specific preplanned department and institutional emergency operations procedures;
- Institute a process to assure that all facilities and regulated sectors are regularly assessed for vulnerabilities to terrorist attacks, and all reasonable measures are taken to mitigate these vulnerabilities;
- Implement additional Public Safety patrols of identified “soft” targets;
- Increase “community-policing” contacts;
- Challenge and identify persons, vehicles, and/or equipment on campus and near soft targets that appear out of place or otherwise suspicious;
- Notify the Police Immediately for all suspicious persons, vehicles, equipment, and/or activities;
- Maintain a state of increased vigilance – remain mobile within the field – vehicle, foot, and bicycle. Increase use of foot and bicycle patrols to increase security visibility and accessibility within the campus community. Be specifically observant to the following:
  - Suspicious personnel, particularly those carrying suitcases or other containers, or those observing, photographing, or engaged in suspicious conduct on or around campus;
  - Unidentified vehicles parked or operated in a suspicious manner on, or in the vicinity of campus owned facilities;
  - Abandoned parcels or suitcases;
  - Suspicious packages delivered to the campus post office or throughout campus;
  - Any other activity considered suspicious.
• Employ patrol variations and minimize unnecessary radio chatter – eliminate routine and established security measures for random and varied security operations and increase the utilization of telephone communications over radio communications;
• Ensure all security personnel review emergency action checklists – review specific checklists related to bomb-threat procedures, medical emergency response, power-outages, and related emergency response type incidents;
• Ensure all personnel maintain strict confidentiality related to internal antiterrorism operations planning and preparation;
• Refer all specific inquiries related to rumors or information regarding terrorist threats, etc. to the public information officer identified by the Director of Public Safety;
• Ensure senior Public Safety administrative personnel implement regular communications with the local chief of police or person(s) responsible for handling and assessing current threat information;
• Ensure Public Safety vehicles and/or associated equipment is never left unattended or unsecured.

**Threat Condition Bravo** – (potential threat) - an increased and more predictable threat of terrorist activity exists. Intelligence or an articulated threat indicates a potential for a terrorist incident; however, this threat has not yet been fully assessed as credible.

**Security Response Measures:**

• Implement all applicable Threat Condition Alpha security response measures;
• Develop a Public Safety staffing scheme that increases Public Safety staffing during days and times identified as peak and/or critical based upon intelligence information;
• Consider personal protection and/or the implementation of additional security measures for the President, Senior staff, and other identified high-risk personnel;
• Increase security at identified “soft” target areas – depending upon intelligence information, this may include Public Safety officers assigned to specific “soft” targets for increased patrol and observation;
• Consider communication to the campus community – (decision made by President’s Office);
• Begin implementation of specific emergency operations plans – President should consider activation of CERT (CERT) or at least require CERT on-call status;
• Begin reviewing all building plans; especially the plans of identified “soft” target facilities/buildings;
• Ensure law enforcement and fire/rescue agencies have immediate access to building floor plans and emergency evacuation plans;
• All Public Safety administrators and supervisors shall be on-call and readily available;
• Secure buildings, rooms, and storage areas not in regular use;

**Threat Condition Charlie** – (credible threat) – a threat assessment indicates that the potential threat is credible and information received indicates potential terrorist action against specific targets within the geographical area.

**Security Response Measures:**

• Implement all applicable Threat Condition Alpha and Bravo security response measures;
• Consider the implementation of 12-hour shifts for all Public Safety personnel supplemented by part-time casual staff – place all Public Safety personnel on-call;
• Consider contracting with a company for additional security to be assigned to asset protection, personal protection, etc;
• Ensure personal protection for the President and President’s house;
• Coordinate all security response measures with local law enforcement and begin developing joint emergency operations protocols;
• Begin physically staffing specific “soft” target areas – staffing will include defined access/entry points, identification checks, bag checks, etc.;
• Reduce the number of access points for vehicles and personnel to minimum levels while maintaining a reasonable flow of traffic and continued day-to-day operations;
• Increase the frequency of campus communications and inform campus community members of the general situation to stop rumors and prevent unnecessary alarm – periodically update community members as the situation changes;
• Work with IKON, facilities, and other key departments in the establishment of reasonable screening procedures for incoming deliveries, packages, and mail to identify possible dangerous devices and/or materials;
• Consider the implementation of a visible campus identification card/tag system or process and require identification to be visible at all times;
• Increase liaison with local law enforcement agencies and request assistance with monitoring the threat to campus personnel and facilities;
• Remind campus community members of each facility evacuation plan and actions to be taken if an order to evacuate is issued;
• Limit parking and traffic on campus grounds near sensitive areas and identified “soft” targets;
• Implement any and all county emergency plans and preventative measures;
• Begin considerations for a possible limited or full campus lock-down/closure and cancellation or suspension of classes;

**Threat Condition Delta** – *(highest threat condition)* – applicable to the immediate area where a terrorist attack/incident has occurred or is highly expected against a specific target.

**Security Response Measures:**

• Implement all applicable Threat Condition Alpha, Bravo, and Charlie security response measures;
• Implement full Public Safety staffing augmented by contract security personnel – increase security activity to the maximum level sustainable for an extended period of time;
• Staff all identified “soft” targets;
• If appropriate – consider the dismissal and evacuation of all non-essential personnel;
• If appropriate – consider initiating emergency action or evacuation plans for facilities specifically targeted in order to protect campus community members;
• If appropriate – reduce facility and campus access points to the absolute minimum necessary for continued operation – this may include erecting barriers required to control direction of traffic flow and to protect facilities vulnerable to a bomb attack by parked or moving vehicles;
• Eliminate parking and traffic on campus grounds near sensitive areas and identified “soft” targets.
  If appropriate – position barricades or vehicles, as a second layer of protection, to prevent entry into these areas;
• Eliminate non-essential public access to grounds and buildings;
• If appropriate – cancel or reschedule events or meetings;
• If appropriate – consult local authorities about closing public roads that might make campus facilities more vulnerable to a terrorist attack;
• Proceed in implementing all CERT security measures and recommendations;
• Proceed in implementing all local, State, and federal emergency operations plans at the direction of local, State, and federal law enforcement authorities;
• Implement, where and when applicable, emergency operations actions.
Conclusion:

This antiterrorism operations plan is in supplement to existing institutional emergency plans and procedures as outlined within this EOP and applicable supplements. Prior to the implementation of any phase of the emergency operations plan or the antiterrorism plan, the President or her/his designee in consultation with the CERT must review and approve the recommended courses of action.
Characteristics of a Suspicious Package

Always remain aware!
Look for the anomalies:

- Rigid or bulky
- Lopsided or uneven
- Wrapped in string
- Badly written or misspelled labels
- Generic or incorrect titles
- Excessive postage
- No postage
- Foreign writing, postage, or return address
- Missing, nonsensical, or unknown return address
- Leaks, stains, powders, or protruding materials
- Ticking, vibration, or other sound
1. Leave the mail piece or substance where it was found. Do not disturb. Do not try to clean up the substance.

2. Clear the immediate area of all persons and keep others away.

3. Instruct people in the immediate area to wash hands and other exposed skin with soap and water.

4. Direct these people to a designated area away from the substance to await further instruction.

5. List the names of the persons in the immediate area of the mail piece or substance.

6. Cordon off the immediate area.

7. Shut down all equipment in the immediate area and HVAC systems (heating, ventilation, and air conditioning).

8. If possible without disturbing the mail piece or substance, document:

Location of mail piece or substance:

9. Contact and pass information to the appropriate agency. A list of Contacts in Case of Emergency is provided at right.

10. Take actions and make appropriate notifications as directed or as published in your local emergency plan.

Description of substance:

Description of mail piece (markings, labels, declarations, postage):

Addressee’s name and address:

Mailer’s name and address:

FEDERALLY LEASED OR OWNED FACILITIES

Life-threatening Emergencies
Dial 911 & follow your building’s procedures, then:
Notify the Federal Protective Service (FPS)
National Toll Free Number: 1-877-FPS-411 (1-877-437-7411)

Non-Life-threatening Emergencies
Security Issues
Contact local building security management representative, then call:
Federal Protective Service (FPS)
National Toll Free Number: 1-877-FPS-411 (1-877-437-7411)

NEBRASKA AVENUE COMPLEX PROCEDURES

Medical Emergencies
Dial 911, then call:
NAC Security Desk
Phone: (202) 282-9700

Non-Life-threatening Emergencies
NAC Security Desk
Phone: (202) 282-9700

NON-FEDERAL BUILDINGS
Dial 911 or follow your building’s procedures.
Applicable CERT Checklists

Emergency Director; President

Incident Name _______________________________ Date: ______________
EOC Location __________________________________ Time ___________
Phone ____________________

Specific Mission: Organize and direct CERT; insulate EOC staff from distractions caused by political inquiries; keep “need-to-know” VIP’s informed and up-to-date regarding the impact of the incident on the community. In collaboration with legal advisors and jurisdictional leaders, make policy decisions related to the state of the community and business continuity.

Immediate Tasks (First Hour)

- Read this entire guide sheet and review the EOP to familiarize yourself with the duties of this position and your level of responsibility.
- Collaborate with the Emergency Coordinator on the current status of the event, declaring an incident level, and declaring a “State of Emergency” if applicable.
- Establish CERT indicating if they need to respond or just be available for consultation by phone.
- Request periodic updates from the EOC Public Information Officer.
- Request options and opinions from the Emergency Coordinator regarding policy decisions.
- If policy decisions or event operations will impact the community, communicate with jurisdictional leaders
- Distribute task assignments to CERT members.
- Scribe _______________________________________________________________________
- Liaison to EOC ________________________________________________________________
- Conduct an initial briefing with CERT members.
- Field inquiries from politicians, VIP’s, etc. to protect against direct inquiries and distractions for the EOC.
- Provide periodic briefings for “need to know” personnel (Council Members/Trustees/Board Members, etc.)
- Request “options” from EOC Emergency Coordinator related to key policy decisions
- Advise key personnel to observe personnel for signs of stress or inappropriate behavior and emphasize the need for periodic rest periods.

Notes:
Emergency Director; President

EXTENDED (Beyond Hour 1)
- Conduct periodic CERT update meetings
- Maintain contact with the EOC Public Information Officer to receive media updates
- Request timelines and impact of the Continuity of Operations plan and the event recovery plan
- Field inquiries from “politically connected” individuals to shield the EOC from distraction
- Provide periodic briefings for “need to know” personnel (Council Members/Trustees/Board Members, etc.)
- Execute a transfer of CERT leadership positions if the incident will exceed 8-10 hours
- At the incident termination point, address the community through the media
- Establish a date and time for an after-action meeting before releasing CERT staff
- Final authority on EOC action plans and media releases.

CERT Structure: The establishment of CERT is based on one or more triggering events and the Emergency Coordinator has recommended CERT activation, or based on intelligence, the Emergency Coordinator has requested an activation of CERT. The size of CERT is based on the size, scope, and seriousness of the event. In some cases, two or three people may manage a small event by assuming multiple functions, where in other circumstances, each person will be fully occupied performing one assignment. May involve CERT team gathering in a formal setting or just require immediate access to CERT members at their normal work site.

CERT Mission: Provide executive level information to the EOC and make high-level policy decisions related to business operations (i.e. closings, relocations, and business continuity)
Emergency Coordinator, Director of Public Safety

Incident Name _______________________________ Date: ______________
EOC Location _______________________________ Time __________ Phone __________

Specific Mission: Organize, direct, and coordinate the Incident Command Center; offer support to EOC; provide/seek policy advice from CERT; ensure PIO provides periodic updates to CERT; manage consequences caused by the incident; oversee continuity of operations and recovery efforts. Maintain the focus of the CERT away from “scene resolution”.

Immediate Tasks (First Hour)

- Read this entire guide sheet and review the EOP to familiarize yourself with the duties of this position and your level of responsibility
- Collaborate with Emergency Director and CERT on incident level and “State of Emergency” determination; announce incident level to EOC personnel.
- Announce the activation of an EOC and indicate the location.
- Direct DPS personnel to equip the EOC and notify key personnel necessary for staffing the EOC.
- As the Incident Commander provide updates to the EOC; establish communications link with the EOC.
- Conduct an initial briefing with the EOC staff and Section Chiefs; require periodic updates from staff.
- Develop incident objectives; assist in the preparation of an Initial Action Plan.
- Present policy options and recommended action to CERT.
- Provide overall direction for scene support, incident consequence management, continuity of operations, and recovery.
- If circumstances warrant, direct DPS to set up EOC site security.
- Advise Safety Officer to observe personnel for signs of stress or inappropriate behavior/emphasize the need for rest periods.

EXTENDED (Beyond Hour 1)

- Conduct regular update meetings with Command Staff and Section Chiefs. Keep them focused on the impact of the event and business continuity issues.
- Maintain contact with the Public Information Officer for media updates.
- Revise the action plans as indicated by the event. (Set broad goals for Planning Section).
- Provide frequent updates to CERT through the Public Information Officer.
- As circumstances require, assign a liaison or agency representative to Unified Command Post, or community EOC.
- Direct Planning Section to develop a continuity of operations and an event recovery plan.
Emergency Coordinator

EXTENDED (Beyond Hour 1) – (Continued)

- With the approval of the Safety Officer and consistent with the overall action plan, de-escalate the EOC and demobilize activities when appropriate
- Direct rest periods for staff and provide relief when necessary as advised by the Safety Officer
- Observe all staff for signs of stress or inappropriate behavior on an on-going basis. Remove those with obvious signs of stress, etc.
- Execute a transfer of command if the incident will exceed 8-10 hours
- Establish a date and time (as soon as possible) for an after-action meeting before releasing staff

EOC Mission: Support field operations, manage event consequences to the organization, and oversee continuity of operations.

EOC Structure: The establishment of an EOC is based on one or more triggering events and the scene Incident Commander has recommended EOC activation, or based on intelligence, the Emergency Coordinator has chosen to activate an EOC. The size of the EOC is based on the size, scope, and seriousness of the event. In some cases, two or three people may manage a small event by assuming multiple functions, where in other circumstances; each person will be fully occupied performing one assignment.

**NOTE:** Additional ICS/CERT Positional Checklists can be found in the EOC Emergency Operations Command Kits.
APPENDIX A

IT RECOVERY PROCESSES

Preface
This section about the IT recovery processes is composed of a number of subsections that document resources and procedures to be used in the event a disaster disables at least one or more of the on-campus data centers excluding Pennsylvania Hall which is not included within this statement. The Gettysburg campus would experience a significant outage if Penn Hall were destroyed. The three on-campus data centers are located in Pennsylvania Hall, Breidenbaugh Hall and CEP.

This section will be updated on a regular basis as changes to the computing and networking systems are made.

Primary Objectives
The primary focus of this section is to provide a plan to respond to a disaster that destroys or severely cripples the College's central computer systems operated by the Information Technology Division. The intent is to restore operations as quickly as possible with the latest and most up-to-date data available.

The recovery processes have the following primary objectives:

- Present an orderly course of action for restoring critical computing capability to the Gettysburg campus.
- Set criteria for making the decision to recover the affected site.
- Provide information concerning personnel that will be required to carry out the recovery.
- Identify the equipment, procedures, and other items necessary for the recovery.

Scope
The scope includes the IT recovery processes for Gettysburg campus. Other considerations in the development of scope are listed below:

In Scope
- Roles and responsibilities of all recovery teams and team members.
- Tactical recovery plans for base Infrastructure recovery (i.e., corporate e-mail systems, phone systems, networks or file systems) in support of the Gettysburg.
- General computing recovery procedures for critical applications.

Out of Scope
- A process for developing test plans for recovery testing of business applications.
- A methodology and templates for creating application specific IT recovery processes. This section does not provide application specific, scripted or executable procedures with the exception of high-level IT response procedures.
- Procedures for restoring all infrastructure services to a fully operational state, as these will vary dramatically based upon the nature and scope of the each service and the decisions of Gettysburg. However, a basic overview of Gettysburg’s infrastructure is provided.

Assumptions
The techniques for backup and recovery used in this section do NOT guarantee zero data loss. The administration of the College is willing to assume the risk of data loss and to do without Information Technology functions for a period of time in the event of a disaster.

Significant effort will be required after system operations are restored to (1) restore data integrity to the point of the disaster and (2) to synchronize that data with any new data collected from the point of the disaster forward.

Individual users and departments will need to develop their own IT recovery plans to cope with the unavailability of the College’s computing systems during the restoration phase and with potential data loss and synchronization problems.

In addition, this section includes the following assumptions:
General Assumptions

- Gettysburg facilities and security personnel will determine when the IT site is safe to enter and will control the time frames associated with the emergency response phase of the IT recovery effort.
- The recovery processes only address information technology components that were deemed critical for the resumption of IT functions that support the core operations of Gettysburg.
- Core infrastructure systems (e.g. phone, e-mail, network, file servers) will be recovered to a level that supports business functionality.
- The existing Backup and Recovery processes are a fundamental component in the recovery of Gettysburg systems.
- The recovery processes assume that personnel exist to staff the teams as described in this section. The availability of staff may impact time frames for recovery of systems.
- Skilled technical personnel are required to follow the application specific recovery procedures.
- The recovery processes will only be successful if only 1 of the 3 data centers is lost. If more than 1 data center is destroyed, the college will not be able to recover in a timely fashion.
- The wireless network at Gettysburg is not considered a critical business need. The restoration of the wireless network will only take place after the systems outlined in this plan have been restored.
- The recovery processes assume a central power source.

Pennsylvania Hall Specific Assumptions

- Gettysburg cannot recover from a disaster if Pennsylvania Hall is destroyed. This includes the phone system.
- The applications housed within Pennsylvania Hall would not function.
- The internet would be accessible through CEP.
- The following buildings would be without connectivity in the event of a disaster at Pennsylvania Hall
  - Glatfelter Lodge
  - Glatfelter
  - Alumni House
  - FIGI
  - ATO
  - Ice G/H
  - Ice A
  - VanHorn
  - Smith
  - Lau
  - Knouse
  - Ice I
  - Constitution
  - Phi Kappa Psi
  - Brua
  - Shmucker
  - McInKee
  - Plank
  - Masters
  - McCreary
Breidenbaugh Hall Specific Assumptions

The Pinnacle Card Access System cannot be recovered if Breidenbaugh Hall is destroyed

CEP Specific Assumptions

- The following building(s) would be without connectivity in the event of a disaster at CEP
  - Daycare

CUB Specific Assumptions

- The following buildings would be without connectivity in the event of a disaster at the CUB
  - Observatory
  - West Building
  - Athletic Center
  - Bream
  - Pressbox
  - President
  - Dining Hall
  - Apple

Quarry South Specific Assumptions

- The following buildings would be without connectivity in the event of a disaster at the Quarry South
  - Quarry North
  - Quarry West
  - Corkran
  - Stadium

Tudor Specific Assumptions

- The following buildings would be without connectivity in the event of a disaster at Tudor
  - Financial Aid
  - Career Planning
  - DPS
  - Review
  - IRC
  - Civil War
  - Hutchinson House
  - 215 N. Washington
  - 209 N. Washington
  - Eisenhower Institute
  - 129/131 N. Washington
  - College Apartments
  - Majestic
  - EXP Trail
  - Colonial Hall
Lamppost Specific Assumptions
- The following buildings would be without connectivity in the event of a disaster at Lamppost
  - Paxton
  - Smyser Hall
  - Phi Sig
  - ThetaChi Dorm
  - ThetaChi Fraternity
  - Albaugh House
  - Lahm
  - Carlisle House
  - Bregenzer
  - Crow
  - 240 Carlisle
  - Appleford
  - TKE

Eisenhower Specific Assumptions
- The following buildings would be without connectivity in the event of a disaster at Eisenhower
  - Hanson
  - Musselman
  - Patrick
  - Stevens
  - Huber
  - Corner Cottage
  - Lambda Chi
  - SAE
  - Sigma Nu
  - PhiDelta Theta

Library Specific Assumptions
- The following buildings would be without connectivity in the event of a disaster at the Library
  - Stine
  - Rice
  - Paul
The chart below illustrates how the core fiber ring connects the campus buildings. The above assumptions were made based upon the connectivity diagram depicted below.
Gettysburg College Infrastructure
The following sections describe the core IT infrastructure in place at Gettysburg. These systems: network, e-mail, phone and file servers, support many business processes at Gettysburg and are fundamental to the operation of business applications.

Network Infrastructure
The IP network at Gettysburg is hierarchical, redundant and connects all campus buildings as spokes to a centralized fiber ring which is distributed through 9 distribution points on campus. There are three on-campus data centers, located in Pennsylvania Hall, Breidenbaugh Hall and Central Energy Plant. Internet access and access to the rest of the Gettysburg network is provided by Century Link through Pennsylvania Hall and Breidenbaugh Hall. Two appliance based Checkpoint firewalls are located on the edge of the network in both Pennsylvania Hall and Breidenbaugh Hall with no internal firewalls in place. There are wireless access points which blanket the campus providing appropriate levels of network access to students, employees and guests. Gettysburg has also built a virtualized computing environment using VMWare’s ESX server cluster. There are four production ESX hosts that are designed to handle one host failure.
Phone and Voice Mail
Gettysburg’s phone and voice mail services are provided by the Nortel CS1000 and Pilot Voice mail systems respectively. The primary phone system is located in Penn Hall and is linked via a T1 Connection. All phone lines, 7,600 copper pairs, run through and are terminated at Penn Hall. There are two remote phone systems located at the Majestic Theater in downtown Gettysburg and the Quarry. Both remote connections connect to Pennsylvania hall through a fiber link.

Electronic Mail
The e-mail system is based on Microsoft Exchange 2010. There are 7 total exchange servers. There are two Database Availability Groups (DAGs), one in Pennsylvania Hall and one in Breidenbaugh Hall; each of the DAGs has 2 member servers. In the event of a mailbox database failure in one of the DAG servers, Exchange 2010 automatically "promotes" the other member of the DAG to "active" status and that server takes up the task of serving up the mailboxes on that database. In addition, three load balancing servers are in place to service client connections. Gettysburg performs full backups on all electronic mail servers every day.

Network Operating System Services
Windows 2008 and Active Directory are the primary network operating system in use at Gettysburg. The Windows 2008 environment provides the following services:
- Personal and shared file storage
- Network printing
- Authentication services
In addition to the Windows operating system, the following operating systems are in place:
- CentOS (LINUX) - Appliances
- Solaris 10 Server – DNS and DHCP

Gettysburg infrastructure staff has the responsibility for the operating system infrastructure outlined above including server deployment, and support.

Server Platforms
This section provides an overview of the various server hardware platforms, server operating systems and tape backup software used for Gettysburg computer systems. This list is not intended to be exhaustive or to be used as an inventory of the on campus data centers. Its purpose is to illustrate the predominant platforms in place at Gettysburg today.

Server Hardware
Gettysburg utilizes a mix of Dell and Oracle/Sun server hardware in its environment. A variety of different models of both hardware platforms are in use and each server is scaled to suit the requirements of the applications or services running on the system.

Server Operating Systems
Gettysburg utilizes multiple operating systems, depending upon the hardware platform selected. Most systems in place are either Windows Server 2003 or Windows Server 2008.

Inventory by Data Center
The figures below represent the inventory of critical technologies at each of the data centers located on the Gettysburg Campus. If the technology is not redundant, it cannot be recovered in the event one of the data centers listed below is destroyed in a disaster. All non-redundant technology would have to be rebuilt from scratch for complete restoration.
### Central Energy Plant

<table>
<thead>
<tr>
<th>Location</th>
<th>Device Name</th>
<th>Usage</th>
<th>Redundant</th>
<th>Redundant Server and location</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEP5406 C13 1</td>
<td>cas1</td>
<td>OWA Server</td>
<td>Y</td>
<td>VM cluster</td>
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<td>exstu10 - Breid</td>
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<td>CEP5406 A22 172</td>
<td>exstu10a-dag</td>
<td>student mail</td>
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</tr>
<tr>
<td>CEP5406 B16 165</td>
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<td>facmail - Vmcluster</td>
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<tr>
<td>CEP5406 A8 165</td>
<td>psprd04</td>
<td>PS Web/process Sched - Prod</td>
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<td>psprd06 - Penn</td>
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<td>CEP5406 A7 165</td>
<td>psprd07</td>
<td>PS App Server - Prod</td>
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<td>psprd05 - Penn</td>
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<tr>
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<td>CEP5406 D16 170</td>
<td>web-bal2</td>
<td>Acad web load balancer</td>
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### Breidenbaugh Hall

<table>
<thead>
<tr>
<th>Location</th>
<th>Device Name</th>
<th>Usage</th>
<th>Redundant</th>
<th>Redundant Server and location</th>
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</thead>
<tbody>
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<td>aker</td>
<td>Pinnacle - Card Access</td>
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<td>PeopleSoft web load balancer</td>
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Pennsylvania Hall

<table>
<thead>
<tr>
<th>Location</th>
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<th>Usage</th>
<th>Redundant</th>
<th>Redundant Server and location</th>
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<tr>
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<tr>
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<td>exacd10 - CEP</td>
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<tr>
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<tr>
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<td>dcacad - Breid</td>
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<tr>
<td>PennHall5406 A3 170</td>
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<tr>
<td>PennHall5406 F2 165</td>
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<td>oradev05 - CEP</td>
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<tr>
<td>PennHall5406 B2 1</td>
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<td>VM cluster</td>
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<tr>
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<tr>
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<td>VM cluster</td>
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<td>Acad web load balancer</td>
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<td>web-bal2 - CEP</td>
</tr>
<tr>
<td>PennHall5406 B6 165</td>
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<td>PeopleSoft Web load balancer</td>
<td>Y</td>
<td>web-bal4 - Breid</td>
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</table>

**Business Application Criticality**
Gettysburg utilizes many applications to support its business processes on a day-to-day basis. The IT leadership team assessed the criticality of each of the applications to determine which of the applications were mission critical to the College. For each system, many factors were considered to determine the impact to the business of a disaster scenario including:

- Tangible Losses
- Intangible Losses
- Legal/Regulatory issues
- Ability to use manual processes

The primary goal of the business application recovery process is to design a recovery strategy to match the appropriate application infrastructure design to the criticality level of the application. Based upon the assessment, the following Gettysburg hosted applications were determined to be critical:
- PeopleSoft
- CNAV
- Content Management System
- myGettysburg

**IT Recovery Team**
The IT Recovery Team’s primary responsibilities are to ensure that the steps and processes defined are executed and will work with Gettysburg’s business units to create an achievable timeline for IT service resumption. The IT Recovery Team will be the focal point for all communications during and after the recovery process.

**Gettysburg College IT Recovery Team**

<table>
<thead>
<tr>
<th>Resource Name</th>
<th>Responsibility</th>
<th>Cell Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael B. Hayden*</td>
<td>Director of Infrastructure and Computing</td>
<td>717-398-9951</td>
</tr>
<tr>
<td>Richard Fawley</td>
<td>Network Operations</td>
<td>717-398-8406</td>
</tr>
<tr>
<td>Eric Yurick</td>
<td>Internet Operations</td>
<td>717-398-8237</td>
</tr>
<tr>
<td>Amy Riley</td>
<td>MS Exchange E-mail Operations</td>
<td>717-398-8330</td>
</tr>
<tr>
<td>Patricia Rollins</td>
<td>Telecommunications Operations</td>
<td>717-398-8330</td>
</tr>
<tr>
<td>David Rice</td>
<td>Data Systems</td>
<td>717-357-9418</td>
</tr>
<tr>
<td>James Riley</td>
<td>Data Systems</td>
<td>717-398-8216</td>
</tr>
<tr>
<td>William Lafferty</td>
<td>Department of Public Safety</td>
<td>717-337-6911</td>
</tr>
<tr>
<td>James Biesecker</td>
<td>Facilities Services</td>
<td>717-337-6752</td>
</tr>
</tbody>
</table>

**Response Procedures**
This section describes the process by which the IT recovery resources respond to the report of a potential disaster; determine whether to activate the processes; and the initial steps taken to respond.

**Initial Damage Survey and Plan Activation**
After discussions with the Campus Emergency Response Team, if the IT Recovery Team determines that the extent of the damage to computing systems is defined as follows, then IT will enact the recovery processes.
• Issue(s) cannot be resolved within 48-hours; or
• At least one business critical application is believed to be unavailable; or
• Core infrastructure services such as phone, email, network and NETWORK OPERATING SYSTEM (NOS) are believed to be unavailable

If an issue is deemed to be “Minor” then any damage or system outages should be resolved using normally available resources and measures.

Assessment Procedures
The procedures discussed in this section are designed to provide an in depth report on the damage sustained by systems on the Gettysburg campus so that the IT Recovery Team can develop a list of all systems damaged and estimate capital and resource costs required to recover from the disaster. Areas to be inspected will include:

• Pennsylvania Hall
• Central Energy Plant
• Breidenbaugh Hall

Technical team leads should complete a Damage Assessment Checklist for all the systems for which they are responsible. This form will record the damage to each system, the operational status of the system and whether the system will be replaced or repaired.

When all checklist forms are completed, the IT Recovery Team will consolidate the information on these forms to the Damage Assessment Summary form and use this information to prepare a consolidated view of all the damage sustained as well as requirements for replacement equipment. If possible, a distinction should be made as to whether the system supports the operation of a business application or is part of the core infrastructure. In addition a forecast should be developed for personnel requirements to execute all upcoming recovery procedures.

Communication procedures
Business units affected by the disaster should be informed that they should use manual processes until service to the affected system(s) can be restored. Data recorded in the activity log and Damage Summary forms can be used to identify the affected business units. Also, utilizing the resource forecast developed earlier, the appropriate technical team members should be notified to report to assist with recovery activities.
RECOVERY PROCEDURES

Process Overview
This section describes the process for recovering from disruptions to computing systems caused by a disaster. To create a coordinated response to a disaster that restores functionality to Gettysburg end-users that rely on computing systems as an integral part of their business/student processes, the Recovery Phase is divided into three main areas, as shown in the table below:

<table>
<thead>
<tr>
<th>Recovery Process</th>
<th>Description</th>
</tr>
</thead>
</table>
| Core Infrastructure Recovery | • Tactical restoration of services such as phone, network (LAN), e-mail and data  
                                     • Efforts focused on services that support Gettysburg campus  
                                     • Services are foundation to resumption of business activities. |
| Business Systems Recovery    | • Restoration of critical business applications  
                                     • Applications may be restored to service either on-site or at alternate site  
                                     • Coordination with Business Units to verify normal operation |
| Return to Normal             | • Restoration of business systems to permanent facility                      |

Core Infrastructure Recovery

Approach
The recovery strategy for Core Infrastructure services will be highly dependent upon the nature and scope of the disaster. The approach of this phase will be to restore Core Infrastructure services in a tactical manner.

Tactical service restoration is intended to provide phone, network, e-mail and NETWORK OPERATING SYSTEM (NOS) services to a subset of the Gettysburg user community in the days immediately following the service interruption caused by the disaster. Full restoration of services will be driven by nature and scope of the disaster, the extent of damage to the IT facilities and the decisions made by the IT Recovery Team as to how to proceed.
Recovery Requirements

The IT Recovery Team role in the Core Infrastructure phase of the IT Recovery process will be to take these requirements and ensure all computing services required by the business are functioning in the appropriate locations. Coordination with all vendors and service providers utilized during the recovery phase is also required.

Assumptions

The steps outlined in this process assume that all of the following services provided from the affected data center are unavailable as a result of the disaster:

- Network
- Phone and Voice Mail
- E-Mail
- Network Operating System Services

Tactical Recovery Process

The following tactical measures can be taken to restore limited Core Infrastructure services immediately following a disaster:

1. Establish connectivity to the available data centers on campus
2. Establish Phone Service
3. Restore user e-Mail
4. Restore File Services

Business Systems Recovery

Approach

The Business Systems Recovery Process is designed to restore services provided by critical business applications after an outage due to a disaster. This process is focused on recovering the application server(s) that provide the business application functionality. The designated recovery location could be the current location of the system or an alternate data center at the College. The recovery process described in this section provides a high-level overview of the steps required to restore the hardware platform(s) that support the application and to restore all current application programs and data to the platform.

The order used to recover business applications will be driven by two factors:

- The requirements of the business for application availability determined by the IT Leadership team.
- The level of “criticality” of the application as defined by the IT Leadership team.
Requirements

Suitable facilities and hardware for recovery of business application services will be made available either through existing hardware or through new purchase. Existing backup and recovery procedures, developed for each application, are assumed to be in place and functional so that tape backups may be used to recover all data, databases and other application-specific files to the existing or new server platform.

Platform Recovery
The Platform Recovery process is focused on restoring a functionally equivalent server hardware platform with sufficient CPU, memory and disk capacity to function in a production capacity. The approach of this process is to begin with a known, good hardware and operating system configuration, provided by the recovery site vendor. From this point the following steps will take place:

- Verify hardware and operating system minimum requirements to ensure system is capable of supporting production requirements and that all required Operating System level patches, service packs and configuration settings are correct
- Modify Operating System configuration parameters as required to meet minimum requirements
- Create logical volumes and file system on disk subsystems of server.

Data Recovery
The Data Recovery process is focused on the steps required to restore all applications and data to the server and to start the application. The following steps will take place:

- Install tape backup software on server
- Import tape catalogs from backup tapes into tape backup software database
- Initiate restore jobs to restore all applications and data to the server
- Synchronize data with other application servers if required
- Start the application and apply any license keys required

Application Recovery Process
The Application Recovery Process is focused on the steps required to bring the application to a point where functional testing may begin. Steps in this phase of the process will include:

- Perform any necessary steps to configure the application or underlying DBMS
- Apply any performance tuning parameters not restored by the tape restore process
- Begin functional testing of application and notify business unit personnel to begin testing when initial testing is complete

PeopleSoft - The application is hosted on two web/application servers. One web server and one application server are located in both Pennsylvania Hall and Central Energy Plant. The following procedures should be implemented to restore PeopleSoft:

1. Establish connectivity to the available data centers on campus
2. IC will restore the appropriate server space for the PeopleSoft application
3. The designated DBA will restore the latest Oracle backup of the supporting PeopleSoft databases using the Oracle_Database_Failover_Procedure.doc attached below.
4. The application client/server configuration is restored.
5. Communication to the end user community.

CNAV - The production servers are located in both Central Energy Plant and Breidenbaugh Hall. The following procedures should be implemented to restore CNAV:
   1. Establish connectivity to the available data centers on campus
   2. IC will restore the appropriate server space for the CNAV application
   3. The designated DBA will restore the latest Oracle backup of the supporting CNAV databases using the Oracle_Database_Failover_Procedure.doc attached below
   4. The application client/server configuration is restored
   5. Communication to the end user community.

Content Management System - The production servers are located in all three data center locations. The following procedures should be implemented to restore the Content Management System:
   1. Establish connectivity to the available data centers on campus
   2. IC will restore the appropriate server space for the CMS application
   3. The designated DBA will restore the latest Oracle backup of the supporting CMS databases using the Oracle_Database_Failover_Procedure.doc attached below
   4. The application client/server configuration is restored
   5. Communication to the end user community.

myGettysburg - The following procedures should be implemented to restore the myGettysburg System:
   1. Establish connectivity to the available data centers on campus
   2. IC will restore the appropriate server space for the myGettysburg application
   3. The designated DBA will restore the latest Oracle backup of the supporting myGettysburg databases using the Oracle_Database_Failover_Procedure.doc attached below
   4. The application client/server configuration is restored
   5. Communication to the end user community.
Vendor Contact List and Procedure

1. Using the table below, alert the list of vendors to the state of emergency and provide them a report of damaged systems (software and hardware).
2. Provide each vendor a detailed description of the temporary replacement hardware provided from recovery site vendor.
3. Ask each vendor for assistance with verification of interoperability with the new hardware.
4. Ask about replacement software and hardware timeframes in order to begin the return to normal phase the recovery.
5. Request a listing of any licensing and patch updates necessary to bring the systems up at the alternate site.

<table>
<thead>
<tr>
<th>Vendor Name</th>
<th>Address</th>
<th>Product / Service Supplied</th>
<th>Contact Name</th>
<th>Contact Number</th>
<th>Vendor E-mail</th>
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<tbody>
<tr>
<td>Telemate</td>
<td>5555 Triangle Parkway</td>
<td>Telemate Telephone billing software</td>
<td>Reuben Richardson</td>
<td>678-589-3568</td>
<td><a href="mailto:telematesupport@telemate.net">telematesupport@telemate.net</a></td>
</tr>
<tr>
<td>Shared Technologies</td>
<td>2425 Gateway Drive Irving, Texas 75063</td>
<td>Telephone Switch</td>
<td>Terry McManamon</td>
<td>610-650-1907</td>
<td><a href="mailto:Terry.McManamon@sharedtechnologies.com">Terry.McManamon@sharedtechnologies.com</a></td>
</tr>
<tr>
<td>CommSolutions, Inc</td>
<td>140 Quaker Lane, Malvern, PA 19355</td>
<td>Barracuda Spam firewall, web load balancer</td>
<td>Marc Allen</td>
<td>215-752-7400</td>
<td><a href="mailto:mallen@commsolutions.com">mallen@commsolutions.com</a></td>
</tr>
<tr>
<td>AccessIT Group</td>
<td>2000 Valley Forge Circle, Suite 307, King of Prussia PA 19406-112</td>
<td>Checkpoint firewalls</td>
<td>Paul McNulty</td>
<td>610-783-5200 x203</td>
<td><a href="mailto:paulm@accessitgroup.com">paulm@accessitgroup.com</a></td>
</tr>
<tr>
<td>Versatile Systems, Inc</td>
<td>100 Sterling Parkway, Suite 307, Mechanicsburg, PA 17050</td>
<td>Oracle/Sun servers</td>
<td>Scott Nestle</td>
<td>800-851-1281</td>
<td><a href="mailto:snestle@versatile.com">snestle@versatile.com</a></td>
</tr>
<tr>
<td>Dell</td>
<td>One Dell Way, Round Rock TX 78664</td>
<td>Dell servers</td>
<td>Mike Massey</td>
<td>800-879-3355 x5139152</td>
<td><a href="mailto:Mike_Massey@dell.com">Mike_Massey@dell.com</a></td>
</tr>
<tr>
<td>HA Storage</td>
<td>1400 South Trooper Rd, Suite 205, Valley Forge PA 19403</td>
<td>Quantum VTL</td>
<td>Steve Eisenhart</td>
<td>610-254-5090</td>
<td><a href="mailto:seisenhart@hastorage.com">seisenhart@hastorage.com</a></td>
</tr>
<tr>
<td>Advistor Inc</td>
<td>1163 Pittford-Victor Rd, Pittsford NY 14534</td>
<td>Overland tape autoloaders</td>
<td>Mark Weldgen</td>
<td>(585)264-1044 x104</td>
<td><a href="mailto:mweldgen@advistor.com">mweldgen@advistor.com</a></td>
</tr>
<tr>
<td>Recurrent Technologies</td>
<td>3421 De La Cruz, Santa Clara CA 95054</td>
<td>Legacy Sun hardware</td>
<td>Rahul Pinto</td>
<td>408-727-1122</td>
<td><a href="mailto:rpinto@recurrent.com">rpinto@recurrent.com</a></td>
</tr>
<tr>
<td>EMC</td>
<td>55 Constitution Blvd, Franklin MA 02038</td>
<td>SAN hardware</td>
<td>John Cudmore</td>
<td>508-346-9566</td>
<td><a href="mailto:Cudmore_John@emc.com">Cudmore_John@emc.com</a></td>
</tr>
<tr>
<td>HP</td>
<td>integraONE 100 Corporate Center Drive, Suite 202 Camp Hill, PA 17011</td>
<td>HP switch hardware</td>
<td>Jason Reed</td>
<td>717-614-4330x107 Cell-717-648-2252</td>
<td><a href="mailto:jason.reed@integral.net">jason.reed@integral.net</a></td>
</tr>
<tr>
<td>Cisco</td>
<td>integraONE 100 Corporate Center Drive, Suite 202 Camp Hill, PA 17011</td>
<td>Cisco Wireless Hardware</td>
<td>Jason Reed</td>
<td>717-614-4330x107 Cell-717-648-2252</td>
<td><a href="mailto:jason.reed@integral.net">jason.reed@integral.net</a></td>
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</table>
Core Infrastructure IT Recovery Procedures

The table below shows the Core Infrastructure IT Recovery Procedures.

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<thead>
<tr>
<th>Sub-Appendix</th>
<th>Core Infrastructure Recovery Procedure</th>
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<tbody>
<tr>
<td>1</td>
<td>Gettysburg LAN</td>
</tr>
<tr>
<td>2</td>
<td>Telephone and Voice Mail</td>
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<tr>
<td>3</td>
<td>Electronic Mail</td>
</tr>
<tr>
<td>4</td>
<td>Network Operating Systems Services</td>
</tr>
</tbody>
</table>

LAN Recovery Procedure

In the event that partial network connectivity is lost due to the destruction of one of the on-campus data centers, LAN recovery procedures will take place at an alternate on-campus data center. If CEP is destroyed LAN recovery procedures will take place in Breidenbaugh Hall and Pennsylvania Hall. If Breidenbaugh Hall is destroyed LAN recovery procedures will take place in CEP and Pennsylvania Hall.

Telephone and Voice Mail Recovery Procedures

Responsibilities

- Telecom Department is responsible for troubleshooting outage, notification of the community for any major outages, and for notification to vendors.
- Telecom Department is responsible to resolve outage as quickly as possible.

Definitions of systems and circuits

- Phone System – Nortel CS1000
- Voicemail – Call Pilot
- Circuits – The primary phone system is located in Penn Hall which is Linked via T1. Connection to the Quarry is connected via fiber link.

Recovery Procedures:

The telecommunications department has developed a disaster recovery CD which contains all pertinent documents related to the recovery of the telecommunications in the event of a disaster. A copy of this CD is located in each of the three data centers on campus and in the West Building. The CD should be utilized to facilitate a telecommunications restoration. The following information can be found on the CD:

- Instructions for Emergency Broadcast mailbox in Call pilot
- Instructions for Weather Hotline auto attendant
- Escalation list from vendors (Voice and Ethernet) with names, phone and account numbers
- Voice & Ethernet:
Telephone Billing System
TV Cable
Local CO phone number
Circuit numbers and location of all circuits (voice and Ethernet)

- EOC telephone number (to be activated in the event of an emergency), Switch equipment numbers and established connections
- Cable records for telephone connections to all buildings on campus, all copper cable coming in to the campus, Telephone numbers, building, users, mod jacks
- Extension records for all Gettysburg College Telephone numbers & commercial phone numbers – users, buildings, cable pair, mod and jack
- Building cable counts – summary of cable pairs assigned to specific buildings, including spare pairs and locations
- Manhole prints with conduit content descriptions
- Drawing with fiber routes and type and number of strands in buildings
- Drawing copper cable with building cable counts

Electronic Mail Recovery Procedure

Gettysburg College is using Microsoft Exchange 2010 for their e-mail system. In the event of a disaster, a designated IT Recovery team member will be responsible for the installation of the CAS server, Hub Transport and the mailbox servers. The designated Recover team member should reference the Exchange 2010 Operations/Configurations and instructions guide. The document also covers specific Gettysburg configurations of the CAS server and the mailbox server. Also, the document contains critical information regarding each of the databases (students, resource, admin, journal, president and academic databases.)

Need either location of or copy of Exchange 2010 Operations/Configurations and Instructions Guide

Network Operating Systems Services Recovery Procedure

- Develop map showing areas with and without NETWORK OPERATING SYSTEM (NOS) services
- Determine options for providing NETWORK OPERATING SYSTEM (NOS) services to the alternate on-campus data center.
- Install Operating System from CD or Designated Network drive (Solaris, CentOS, Windows).
- Setup a new installation using the on-screen instructions.
- Install Operating System
- Finalize installation
- Communicate to fellow IT recovery team that NOS has been restored.