



Richard Thibault Communications inc.

Mémoire

**Présenté par
Richard Thibault, président**

à

**La Commission des institutions
de l'Assemblée nationale**

**dans le cadre de l'étude
sur le projet de loi numéro 9**

**LOI SUR LA SÉCURITÉ DES PERSONNES DANS
CERTAINS LIEUX ET MODIFIANT LA LOI
SUR LA SÉCURITÉ DANS LES SPORTS**

Résumé du mémoire

Il faut se réjouir du fait que le législateur n'a pas cédé à la tentation d'ériger une forteresse autour de tout endroit public. En effet, le seul ajout de mesures de sécurité physiques ne peut être considéré comme une solution optimale. À cet égard, mentionnons que même le président américain, qui jouit pourtant d'un dispositif de sécurité exceptionnel, voire parmi les meilleurs au monde, a fait l'objet d'attentats et a été touché (au cours des différentes présidences) à au moins trois reprises.

Le premier article du projet de loi établit clairement que : *« La présente loi vise à favoriser la protection des personnes qui fréquentent les lieux d'une institution désignée, lesquels comprennent l'ensemble des terrains dont elle dispose et les constructions qui y sont érigées »*. Toutefois **une crise de folie meurtrière peut survenir n'importe où, et pas seulement dans une institution scolaire ou une garderie.**

Aussi, nous recommandons d'élargir la portée du projet de loi afin d'utiliser les dispositions qui s'y trouvent pour étendre, dès maintenant, l'interdiction de posséder une arme à feu à tout endroit public et, d'étendre, à tout gestionnaire d'endroit public, dans son sens le plus large, l'obligation de signaler aux autorités policières tout comportement d'un individu susceptible de compromettre sa sécurité ou celle d'autrui avec une arme à feu.

D'autre part, nous recommandons d'exiger de tout gestionnaire d'un établissement public qu'il dote son établissement d'un plan de gestion de crise, qu'on doit distinguer d'un plan de mesures d'urgences, pour gérer les personnes et la circulation de l'information lorsqu'un événement mettant en danger la sécurité des personnes qui se trouvent sous son toit se produit.

Enfin, nous convenons qu'on ne peut bien sûr empêcher quiconque de faire affaires avec qui il veut. On pourrait toutefois trouver à valider l'expertise de ceux qui se prétendent experts en gestion de crise et les reconnaître comme tels. L'organisation désirant se doter d'un plan de gestion de crise pourrait alors s'enquérir de la reconnaissance officielle de l'expertise du fournisseur prétendant. À cette fin, nous recommandons d'organiser une opération d'accréditation des entreprises et faire reconnaître par le ministère de la Sécurité publique leur expertise en matière de gestion de crise.

Monsieur le président
Monsieur le ministre
Mesdames, Messieurs les députés membres de la Commission

Mes premiers mots seront pour vous remercier de me permettre de vous présenter mes réflexions sur le projet de loi 9, **LOI SUR LA SÉCURITÉ DES PERSONNES DANS CERTAINS LIEUX ET MODIFIANT LA LOI SUR LA SÉCURITÉ DANS LES SPORTS.**

Au cours de la présentation du mémoire que je dépose aujourd'hui, j'aborderai dans un premier temps la question du champ d'application du projet de loi, puis, me basant sur mon expérience professionnelle en tant que gestionnaire de crise, je présenterai trois recommandations visant à augmenter la portée du projet de loi et à assurer la validation de l'expertise requise pour développer des fournisseurs de services compétents.

PRÉSENTATION ET CONTEXTE

Pour placer mes propos en contexte, j'aimerais d'abord me présenter. Je suis natif de Québec. Je possède une formation en droit, acquise à l'Université Laval, au terme de laquelle j'ai eu à choisir entre le Barreau ou accepter un défi qu'on me confiait à titre d'animateur des débats de l'Assemblée nationale. J'ai choisi la deuxième option, devenant ainsi le premier animateur régulier de la transmission télédiffusée des débats parlementaires. Nous étions alors à la fin des années 70 et les députés voulaient s'assurer qu'on comprenne bien leur rôle ainsi que le déroulement des travaux parlementaires. C'est ainsi que j'ai contribué activement à la mise sur pied d'un bureau d'affaires publiques à l'Assemblée nationale. C'est dans ces fonctions que j'ai vécu ma première crise majeure : la fusillade à l'Assemblée nationale en mai 1984. J'y reviendrai un peu plus loin.

Je me suis ensuite impliqué en politique active, devenant attaché de presse et directeur de cabinet. J'ai travaillé avec les ministres Yves Séguin, Albert Côté, Michel Pagé, Yvon Vallières et Marc-Yvan Côté dans le cabinet de monsieur Bourassa. À la fin des années 80, je suis devenu directeur des communications et conseiller spécial auprès de la présidence à la CSST. Puis, j'ai occupé des fonctions semblables chez les Nordiques de Québec jusqu'à la fin de 1993. J'ai alors fondé ma propre entreprise : Richard Thibault Communications inc. qui s'est spécialisée en positionnement stratégique des communications et en gestion de crise. Nous aidons à gérer divers types de crise dont les dossiers de fusions et acquisitions d'entreprise, de relations de travail, d'incidents et d'accidents multiples, dans différents domaines tels ceux de la santé, des institutions financières, de la sécurité publique, du monde municipal ainsi que dans les secteurs industriel, forestier, scientifique et gouvernemental.

En tant que spécialiste en gestion de crise, nous avons tôt fait de réaliser qu'on ne peut faire de gestion de crise longtemps sans avoir besoin, plus tôt que tard, de porte-parole aguerris et qui auront à s'exécuter dans un contexte de sport extrême. Aussi, pour nous assurer du haut niveau de compétences de nos clients qui devront s'exécuter dans ces conditions difficiles, nous avons bâti notre propre école de formation à la parole en public. D'ailleurs, notre programme de formation aux relations avec les médias est le seul à être agréé par le ministère de la Sécurité publique. Je reviendrai également plus loin sur cette particularité.

Revenons, si vous voulez bien, à la fusillade de l'Assemblée nationale. Celles et ceux qui l'ont vécue se souviendront surtout de la désorganisation qui a marqué cet événement. Personnellement, je me rappelle la panique qui se lisait sur le visage des gens qui fuyaient en désordre l'Hôtel du Parlement. Personne n'avait été désigné pour assurer la coordination de l'évacuation et aucun endroit de rassemblement n'avait été prévu. En termes d'information : impossible de savoir ce qui s'était vraiment passé, la police ayant, à cet égard, adopté la devise « *pour vivre heureux, vivons cachés* ».

Les journalistes de la Tribune de la presse, sous l'urgente pression de leurs pupitres respectifs, se citaient l'un l'autre pour alimenter leurs chroniques. Les rumeurs avaient la partie belle. Certaines personnes ont été faussement données pour mortes, alors que d'autres, grièvement blessées, n'ont pas été évoquées par les médias. Imaginez l'angoisse des familles ayant des proches à l'Hôtel du Parlement, laissées à elles-mêmes sans vraiment pouvoir s'informer de l'état de santé des leurs. Dans plusieurs des cas, ce n'est que de nombreuses heures plus tard qu'elles ont pu être rassurées.

Depuis lors, la Sûreté du Québec a considérablement modifié ses politiques et ses pratiques de diffusion de l'information lors de tels événements, et nous avons, nous-mêmes, assurés la formation de la plupart de leurs porte-parole.

À la fin des années 80, en tant que directeur des communications de la CSST, qui, comme vous le savez, est responsable de l'administration de la *Loi sur l'indemnisation des victimes d'actes criminels*, j'ai été amené à vivre de très près la fusillade à l'école Polytechnique. Encore une fois, le même désordre chez les élèves fuyant dans toutes les directions, la même confusion chez les médias, la même difficulté d'obtenir des informations fiables et utiles pour les familles des victimes directes et collatérales.

Sans jeter de pierre à quiconque, plus de vingt ans plus tard, force nous est de constater que la situation que je dépeins relativement à l'Assemblée nationale ou à la Polytechnique s'est reproduite au Collège Dawson, qui a servi de catalyseur au projet de loi 9. Là encore, manifestement aucun plan de gestion de crise n'avait été mis en force. L'histoire se répète de fois en fois, inlassablement depuis des dizaines d'années.

UNE LOI ESSENTIELLE

Tout d'abord, j'applaudis votre volonté de vouloir bouger dans le sens d'une meilleure protection du public lors de tels événements dévastateurs. Votre projet de loi, en effet, « (...) *interdit la possession de toute arme à feu sur les terrains et dans les bâtiments d'une institution d'enseignement et d'une garderie, ainsi que dans un transport public ou scolaire* ».

Les notes explicatives présentées en avant-propos du projet de loi 9 nous apprennent que ce projet prévoit que « (...) *le gouvernement peut, par règlement, ajouter toute autre institution à celles énumérées dans le projet de loi* ».

Ce projet de loi, d'autre part, « (...) *fait obligation au personnel d'une institution d'enseignement, aux préposés à l'accès et aux chauffeurs d'un transport public ou scolaire, ainsi qu'aux responsables d'un club de tir ou d'un champ de tir de signaler aux autorités policières tout comportement d'un individu susceptible de compromettre sa sécurité ou celle d'autrui avec une arme à feu* », retrouve-t-on encore dans les notes explicatives du projet de loi.

Je salue le fait que le législateur n'a pas cédé à la tentation d'ériger une forteresse autour de tout endroit public et je le félicite de ne pas avoir voulu emprunter cette voie. En effet, le seul ajout de mesures de sécurité physiques ne peut être considéré comme une solution optimale. À cet égard, mentionnons que même le président américain, qui jouit pourtant d'un dispositif de sécurité exceptionnel, voire parmi les meilleurs au monde, a fait l'objet d'attentats et a été touché (au cours des différentes présidences) à au moins trois reprises.

Le premier article du projet de loi établit clairement que : « *La présente loi vise à favoriser la protection des personnes qui fréquentent les lieux d'une institution désignée, lesquels comprennent l'ensemble des terrains dont elle dispose et les constructions qui y sont érigées* ». **Je soutiens, quant à moi, qu'une crise de folie meurtrière peut survenir n'importe où, et pas seulement dans une institution scolaire ou une garderie.**

Je vous invite à faire une recherche sur Internet en inscrivant en français le mot fusillade ou en anglais le mot « shooting ». Plusieurs dizaines de milliers de sites s'afficheront. Si on fait abstraction des sites relatifs à la guerre un peu partout sur la planète, il vous restera encore des milliers de sites où il est question de fusillades au cours desquelles des tireurs fous ont semé la destruction.

Une telle folie meurtrière peut survenir dans un aéroport, un cinéma, un hôpital, un bureau de poste, un palais de justice, sur un terrain de camping, dans un terrain de jeux, dans un centre d'achats comme vécu dans la région de Québec, il y a quelques années, lors d'un vol de banque. Aux États-Unis, la presse relate même un événement semblable survenu récemment dans une église (voir la coupure de presse présentée en annexe).

Même si on parle davantage des établissements scolaires dans le présent projet de loi, sans doute en référence aux fusillades du Collège Dawson et de Polytechnique, je recommande d'élargir la portée du projet de loi afin:

d'utiliser les dispositions qui s'y trouvent pour étendre, dès maintenant, l'interdiction de posséder une arme à feu à tout endroit public et, d'étendre, à tout gestionnaire d'endroit public, dans son sens le plus large, l'obligation de signaler aux autorités policières tout comportement d'un individu susceptible de compromettre sa sécurité ou celle d'autrui avec une arme à feu.

GÉRER LA CRISE POUR MIEUX PROTÉGER

Les gestionnaires sont conditionnés à planifier le succès, à mettre en valeur les réussites et non les échecs et s'interdisent habituellement toute pensée négative. Les chercheurs donnent le nom de « *myopie du désastre* » au phénomène consistant à nier la probabilité qu'une organisation soit un jour en crise. Or, pour la plupart des organisations, la vraie question n'est pas de savoir si la crise frappera un jour, mais bien quand. Chaque année, des centaines d'organisations, qui ont habituellement une existence paisible et sans histoire, se retrouvent du jour au lendemain propulsées au premier rang de l'actualité, sous les feux des projecteurs, emportées bien malgré elles dans un tourbillon jusque-là insoupçonné.

On s'entend généralement pour dire que la discipline de la gestion de crise existe depuis seulement 25 ans. De fait, c'est en 1982, avec la « crise du Tylenol », que les origines de la discipline remontent. On se souviendra qu'à ce moment, des capsules du médicament avaient été empoisonnées au cyanure, quelque part dans une banlieue de Chicago. Le fait que Johnson & Johnson, le fabricant de Tylenol, ait répondu rapidement en retirant toutes les bouteilles du médicament des étagères dans tout le pays a clairement et rapidement indiqué que pour l'entreprise, la sécurité des consommateurs passait bien avant les profits. La crise a tellement bien été gérée qu'elle sert encore de modèle aujourd'hui. Depuis lors, on a beaucoup appris sur comment et pourquoi les crises se produisent, ainsi que sur la manière d'y faire face.

La gestion de crise est souvent confondue avec la planification de mesures d'urgence pour faire face à un désastre physique, ou encore à un plan de continuité des affaires qui existe pour assurer la poursuite des activités d'une organisation advenant une interruption majeure des opérations. La gestion de crise est une série de mesures conçues pour faire face à un éventail de crises et à leurs impacts à différents niveaux.

Un plan idéal de gestion de crise comporte cinq composantes essentielles :

1. l'identification d'une **large gamme de crises potentielles** et des mesures pour les prévenir et/ou y faire face;
2. **les mécanismes pour amplifier les signaux de détection précoce** qui sont précurseurs de toutes les crises et qui sont généralement perceptibles longtemps avant l'événement ;
3. **une équipe bien entraînée** et interdisciplinaire de gestion de crise;
4. **l'inclusion d'une grande variété de partenaires internes et externes** pour nous aider à opérationnaliser les plans, politiques, et procédures de crise; et
5. **un ensemble de mesures permettant de communiquer efficacement** avec tous les différents publics impactés par la crise.

Si une organisation n'est pas prête à faire face à une crise au moment où elle se déclenche, les effets de la crise peuvent être amplifiés grandement.

Il est bien sûr impossible de se préparer pour faire face à tout type imaginable de désastre. Néanmoins, les organismes les mieux préparés considèrent généralement qu'il y a de sept à 14 types de crises qui sont le plus susceptibles de les frapper, parmi lesquelles on retrouve :

1. Épidémie.
2. Empoisonnement alimentaire.
3. Sabotage.
4. Incendies, explosions, et déversements de produits chimiques.
5. Désastres environnementaux.
6. Baisse significatives dans les revenus.
7. Désastres naturels.
8. Perte d'informations confidentielles/sensibles.
9. Poursuites judiciaires.
10. Attaques terroristes.
11. Dommages à la réputation institutionnelle.
12. Manquements à l'éthique par des administrateurs ou des employés.
13. Crimes majeurs.
14. Scandales sportifs.

Même si aucune crise ne survient exactement comme on l'avait prévu, il est bien connu que les organisations qui se sont données un plan de gestion de crise arrivent beaucoup plus facilement que celles qui n'en ont pas à adapter leur réponse, quelque soit la forme que la crise prenne.

Puisqu'on ne peut empêcher un tel événement de survenir, il faut prendre des dispositions pour gérer la panique qui survient inmanquablement lors de tels événements. C'est là qu'il faut distinguer plan de gestion de crise et plan des mesures d'urgence, qui comprend les dispositions permettant de reprendre le contrôle de la situation qui a déclenché la crise. Pour sa part, le plan de gestion de crise considère la crise dans son ensemble et prévoit des mesures pour encadrer l'humain qui subit la crise.

De fait, le plan de gestion de crise comprend même des mesures de dissuasion ou palliatives pour éviter que ne survienne une crise.

Une crise touchant la sécurité des personnes peut affecter n'importe quelle organisation indépendamment de sa taille, de son secteur industriel ou de son nombre d'années d'existence. Les dommages qu'elle peut causer peuvent être irréparables autant aux humains qu'aux biens. En période de crise, la population se retourne vers les personnes en autorité pour s'assurer que la situation sera contrôlée et puiser des informations qui auront un impact positif ou négatif sur la suite des événements. En ce sens, la façon dont on gère la crise peut devenir aussi importante que la crise elle-même, sinon davantage. Le fait de ne pas être prêt à gérer une crise ne l'empêchera pas de se produire ni de continuer à évoluer.

Lorsque la crise éclatera, les premières mesures adoptées devront viser à assurer la protection de la vie humaine, ainsi qu'à instaurer, rétablir et maintenir un environnement sécuritaire. Il faudra donc trouver à encadrer l'ensemble des personnes qui subissent la crise à un niveau ou à un autre. Lors de la fusillade au Collège Dawson, à voir les images des médias nous montrant une nuée d'étudiants paniqués et courant dans tous les sens, nous pouvons déduire qu'aucun plan de gestion de crise n'avait été adopté et mis en application.

De même, lors de la fusillade de Virginia Tech au printemps 2007, on a pu comprendre, au fil des événements, qu'aucune mesure n'avait été prévue ni mise de l'avant pour avertir les étudiants de l'imminence du danger et de se tenir loin de leur campus. Encore une fois, les victimes collatérales et leur famille n'ont pu être informées et réunies que plusieurs heures plus tard. Sans parler de la couverture erratique des médias qui, à défaut de pouvoir compter sur des informations officielles, publiaient toutes sortes de nouvelles, souvent contradictoires, sans même les avoir vérifiées.

Les premiers moments d'une situation de crise sont les plus importants. Le succès d'une opération de gestion de crise dépendra essentiellement de la rapidité avec laquelle seront mis en place les mécanismes de sécurité, de protection, de coordination et d'information planifiés. Car voilà une grande vérité : si aucun plan de gestion de crise n'existe, de précieuses minutes seront perdues pour organiser cette gestion. Tout devient préoccupant et il faut s'occuper de tout en même temps. Pendant que les responsables s'organisent, la crise continue d'évoluer et de grossir. Dès lors, l'organisation se trouve désarçonnée, vulnérable, en réaction et sur la défensive. Mais surtout, ses énergies sont déplacées et ne peuvent servir à protéger et informer comme elles le devraient.

Pour toutes ces raisons, je recommande :

d'exiger de tout gestionnaire d'un établissement public qu'il dote son établissement d'un plan de gestion de crise pour gérer les personnes et la circulation de l'information lorsqu'un événement mettant en danger la sécurité des personnes qui se trouvent sous son toit se produit.

Un tel plan n'a pas besoin d'être extrêmement élaboré ni compliqué. D'ailleurs, plus il est complexe et plus il est difficile à appliquer, surtout si aucune simulation n'a été faite au préalable. Par contre, le plan doit donner les grandes lignes d'action que l'organisation mettra en application lorsque la crise frappera.

J'annexe au présent mémoire un exemple, parmi d'autres, de plan de gestion de crise adopté par une institution scolaire américaine. Il est simple et comporte les principales informations qu'on devrait normalement retrouver dans un plan de gestion de crise. Il a surtout l'avantage de se retrouver sur Internet, là où toute personne intéressée peut le consulter.

Le dernier document annexé est une directive émanant du bureau du procureur général de l'État du Massachusetts et adressée à tous les directeurs d'écoles de son territoire. Bien qu'incomplet et datant un peu, ce document comporte des instructions sur le contenu d'un plan de gestion de crise dont devrait se doter toutes les institutions scolaires. On pourrait sans doute s'en inspirer.

ACCRÉDITER POUR PROTÉGER

Pour terminer, j'aborderai un aspect plus délicat mais néanmoins essentiel. Très peu d'entreprises sont spécialisées en gestion de crise, qui, d'ailleurs, ne s'apprend pas sur les bancs d'école. Cette expertise n'est pas régie par l'Office des professions et quiconque peut mettre un écriteau à sa porte le proclamant et s'annoncer comme tel. Puisque c'est en forgeant qu'on devient forgeron, c'est en gérant des crises qu'on devient d'une fois à l'autre un expert en la matière.

Je suis bien conscient que si vous deviez mettre en application la deuxième recommandation qu'offre ce mémoire, on risque d'assister à la naissance d'une industrie de pseudos spécialistes, se proposant pour aider nos gestionnaires publics à s'acquitter de leur obligation de dotation d'un plan de gestion de crise. Trop de ces charlatans exploitent déjà des clients qui réalisent malheureusement trop tard qu'ils ont été bien mal servis.

On ne peut bien sûr empêcher quiconque de faire affaires avec qui il veut. On pourrait toutefois trouver à valider l'expertise de ceux qui se prétendent experts en gestion de crise et les reconnaître comme tels. L'organisation désirant se doter d'un plan de gestion de crise pourrait alors s'enquérir de la reconnaissance officielle de l'expertise du fournisseur prétendant.

Pour fins d'information, le programme de formation « Relations avec les médias » de Richard Thibault Communication inc. est, actuellement, le seul agréé par le ministère de la Sécurité publique. L'an dernier, le ministère a organisé une opération d'accréditation de toutes les maisons qui offrent de la formation en gestion de crise, que ce soit au niveau des mesures d'urgence, de l'évaluation et de la gestion des risques ou des communications, et reconnu les plus méritantes, celles qui correspondent aux critères de sélection retenus.

Ce qui nous conduit à une troisième recommandation :

Organiser une opération d'accréditation des entreprises et faire reconnaître par le ministère de la Sécurité publique leur expertise en matière de gestion de crise.

Bien sûr, les gestionnaires publics continueront d'utiliser les processus formels de réquisition de services, mais il y aurait désormais un moyen pour eux de valider l'expertise à laquelle prétend le fournisseur avec qui ils mettront au point les mesures essentielles visant à assurer la sécurité des gens qui se trouvent sur les lieux dont ils ont la responsabilité.

CONCLUSION

Recommandation #1

Je recommande d'utiliser les dispositions qui se trouvent dans le projet de loi 9 pour étendre, dès maintenant, l'interdiction de posséder une arme à feu à tout endroit public et, d'étendre, à tout gestionnaire d'endroit public, dans son sens le plus large, l'obligation de signaler aux autorités policières tout comportement d'un individu susceptible de compromettre sa sécurité ou celle d'autrui avec une arme à feu.

Recommandation #2

Je recommande d'exiger de tout gestionnaire d'un établissement public qu'il dote son établissement d'un plan de gestion de crise pour gérer les personnes et la circulation de l'information lorsqu'un événement mettant en danger la sécurité des personnes qui se trouvent sous son toit se produit.

Recommandation #3

Je recommande d'organiser une opération d'accréditation des entreprises et faire reconnaître par le ministère de la Sécurité publique leur expertise en matière de gestion de crise.

J'ai décidé, il y a plusieurs années et vous comprenez maintenant mieux pourquoi, de me spécialiser en gestion de crise. Je suis frappé de constater que, comme société, nous apprenons difficilement de nos expériences alors que, comme le veut le vieil adage, celui qui ignore le passé est condamné à le revivre. Il est dangereux d'attendre d'avoir cafouillé dans la gestion d'une crise pour apprendre comment mieux la gérer la prochaine fois. Ce n'est pas de provoquer les mauvais esprits que de se préparer maintenant à faire face à la crise qui nous frappera un jour, comme ce n'est pas parce qu'on rédige son testament qu'on disparaîtra dans les heures qui suivent.

Monsieur le président, Monsieur le ministre, Mesdames et Messieurs les députés membres de la commission parlementaire, je vous remercie pour votre attention et je suis maintenant à votre entière disposition pour répondre à vos questions.

ANNEXE 1

Gunman kills three, including pastor, at Missouri church

Nouvelle parue sur CNN, le 13 août 2007

Gunman kills three, including pastor, at Missouri church



Gunman kills three, including pastor, at Missouri church

Updated 12:12 a.m. EDT, Mon August 13, 2007

NEOSHO, Missouri (CNN) -- A gunman burst into a church in southwestern Missouri where his relatives were praying and opened fire on Sunday, killing three people and wounding at least five, authorities said.

"He stormed in during the service and started shooting," said Desiree Bridges, a public information officer for the town of Neosho, about 15 miles south of Joplin.

Two worshippers and an assistant pastor were killed, Police Chief Dave McCracken told CNN. The Associated Press identified the slain pastor as Rev. Kernal Rehobson, 44.

The wounded were transported to area hospitals by ground and air, Bridges said. Video from outside the church showed at least one person carried away on a stretcher.

McCracken said one of the wounded was undergoing surgery and two others are in the hospital. All are expected to recover, he said.

The Newton County 911 Center received a call at 1:54 p.m. (2:54 p.m. ET) saying that someone was shooting in the First Congregational Church, Bridges said.

At the time, a group of Pacific Islanders was holding a service at the church. McCracken said the gunman is also a Pacific Islander and is related to some of the people at the service, including "some of the victims."

The gunman carried three weapons -- including a 9 mm semi-automatic pistol -- and held those in the room hostage, McCracken said.

He asked the children in the room to leave, without their parents, and they did, said McCracken. All are unharmed and accounted for, he said.

When police arrived, the shooter was holding between 25 and 50 people hostage inside the church, Bridges told CNN. After a negotiator spoke with the shooter for five to 10 minutes, police apprehended him, she said.

The suspect, who has not been publicly identified, is in custody at Newton County jail, McCracken said.

In an interview with CNN late Sunday, McCracken said the witness was "not cooperating."

"We do have numerous witnesses, however," he added.

The police chief did not say what the motive is believed to be, but he said authorities are pursuing "a couple of leads."

McCracken told the AP that an incident involving the suspect and a family from the church occurred the day before the shooting.

First Congregational Church is a Latino congregation but opens its doors to other groups.

Some 10,500 people live in Neosho, which is about 250 miles west-southwest of St. Louis, Missouri.

"This is a terrible tragedy which was made worse by the fact that it happened in a peaceful place of faith and worship," Missouri Gov. Matt Blunt said in a statement.

Journalist August Skamenca in Neosho contributed to this report.

ANNEXE 2

**KILGORE COLLEGE
CRISIS MANAGEMENT PLAN**

KILGORE COLLEGE

CRISIS MANAGEMENT PLAN

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**KILGORE COLLEGE
CRISIS MANAGEMENT PLAN
SECTION I: INTRODUCTION**

PURPOSE

The basic emergency procedures outlined in this manual are to enhance the protection of lives and property through effective use of college and campus community resources. Whenever an emergency affecting the campus reaches proportions that cannot be handled by routine measure, the president or the crisis management team may declare a state of emergency, and these contingency guidelines may be implemented. There are two general types of emergencies that may result in the implementation of this plan. These are: (1) large scale disorder, and (2) large scale natural or man-made disaster. Since an emergency may be sudden and without warning, these procedures are designed to be flexible in order to accommodate contingencies of various types and magnitudes.

SCOPE

These procedures apply to all college personnel. Major emergencies and disasters may impact surrounding neighbourhoods in addition to the campus. If this occurs, the college will make every effort to cooperate with local, state and federal officials in their delivery of emergency services and disaster relief to the surrounding community.

TYPES OF CRISES AND DEFINITIONS

Types of crises covered by this manual are:

Natural Disasters/Events:

- a. Earthquake
- b. Fire
- c. Flood
- d. Tornado

Environmental Disasters/Events:

- e. Chemical Spill or Contamination
- f. Explosion or Aircraft Crash
- g. Food Poisoning
- h. Power Outage
- i. Water Loss or Contamination

Criminal or Terrorist Acts

- j. Bomb or Bomb Threat
- k. Criminal on or Near Campus
- l. Hostage Situation
- m. Murder on Campus
- n. Protest
- o. Unstable Person

Definitions of Emergencies

The Director of Human Resources or his/her designee serves as the Crisis Management Team Leader during any major emergency or disaster. The following definitions of an emergency are provided as guidelines to assist in determining the appropriate response. In such situations, the Team Leader or designee will inform the president of the college regarding the status of a given situation. The definitions of emergencies are:

MINOR EMERGENCY: Any incident, potential or actual, which will not seriously affect the overall functional capacity of the college. Report immediately to the Campus Police Department and the Police Officer on duty.

MAJOR EMERGENCY: Any incident, potential or actual, which affects an entire building or buildings, and which will disrupt the overall operations of the college. Outside emergency services may be required, as well as major efforts from campus support services. Major policy considerations and decisions will usually be required from the college administration during times of crisis. Report all major emergencies immediately to the Campus Police Department and the Crisis Management Team Leader.

DISASTER: Any event or occurrence that has taken place and has seriously impaired or halted the operations of the college. In some cases, mass personnel casualties and severe property damage may be sustained. A coordinated effort of all campus-wide resources is required to effectively control the situation. Outside emergency services will be essential. In all cases of disaster, an Emergency Control Center will be activated, and the appropriate support and operational plans will be executed.

In addition, any incident that has the potential to generate external media attention concerning campus resources and/or the instrumentality of the college should be promptly reported to the Public Information Office and the Crisis Management Team Leader.

ASSUMPTIONS

The college emergency contingency plan is predicated on a realistic approach to the problems likely to be encountered on a campus during a major emergency or disaster. Hence, the following are general guidelines.

- a. An emergency or disaster may occur anytime of day or night, weekend or holiday, with little or no warning.
- b. The succession 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.
- c. Disasters may affect residents in the geographical location of the college, therefore, city, county, state, and federal emergency services may not be available. A delay in off-campus emergency services may be extended for unknown lengths of time.
- d. A major emergency may be declared if information indicates that such a condition is developing or is probable.

KILGORE COLLEGE
CRISIS MANAGEMENT PLAN

SECTION II: CRISIS MANAGEMENT TEAM

DIRECTION AND COORDINATION

The Kilgore College Crisis Management Team shall direct all emergency operations. When an emergency or disaster occurs, the on-duty campus police officer will be in charge until relieved by the team.

The Crisis Management Team Leader or a designated alternate shall coordinate all emergency operations. The direct operational control of the campus in the event of a major emergency or disaster is the sole responsibility of the Crisis Management Team. The coordination of campus emergency resource teams is the responsibility of the Crisis Management Team Leader who will coordinate all on-campus emergency functions as directed.

CRISIS MANAGEMENT TEAM MEMBERS

In addition to establishing an emergency command post as necessary, the Crisis Management Team Leader shall immediately begin contacting all necessary members of the campus Crisis Management Team that consists of the following team members:

- TEAM LEADER:** Director of Human Resources
- ASSISTANT TEAM LEADER:** Chief of Police or Designee
- CAMPUS SECURITY:** Supervisor of Police, all officers/safety resources as directed
- DAMAGE CONTROL:** Safety Director or designee
- STUDENT AFFAIRS:** Vice President of Student Development or designee.
- COMMUNICATIONS:** Public Information Officer or designee.
- HAZARDOUS MATERIALS ADVISOR:** Safety Director or designee
- LONGVIEW COORDINATOR:** Counselor or designee.

Team members may coordinate as necessary with the Crisis Management Team Leader for implementation and coordination of campus operation plan and support as it pertains to their specific areas.

Team members are to be kept in constant communication with the EMERGENCY COMMAND POST. General responsibilities of the team members are listed below.

TEAM LEADER:

- a. Responsible for the overall direction of the college emergency response.
- b. Works with Assistant Team Leader and others in assessing the emergency and preparing the college's specific response.
- c. Supports and monitors emergency activities, assigning personnel as needed.

- d. Declares and ends, when appropriate, the campus state of emergency as provided for in this guide.
- e. Notifies and conducts liaison activities with the college administration, governmental agencies, and others as necessary.
- f. Assembles the members of the Crisis Management Team Leader, advises them of the nature of the emergency and coordinates plan implementation.

ASSISTANT TEAM LEADER:

- a. Assists the Team Leader with assessing the emergency and directing the overall direction of the college emergency response.
- b. Evaluates the site of the emergency and assists efforts of facility personnel as well as outside rescue and fire agencies.
- c. Assures guides for outside emergency services agencies and barricades are posted as needed.
- d. Assists with notification of the college administration, governmental agencies, Crisis Management Team, and others as necessary.
- e. Assists with conducting liaison activities with all available resources.
- f. Assumes the role of Team Leader when he or she is not available; assigns a temporary Assistant Team Leader.

CAMPUS POLICE:

- a. Maintains the Campus Police Office in a constant state of readiness.
- b. Notifies college administration of major emergencies.
- c. Monitors campus emergency warning and evaluation systems.
- d. Assists and supports the Assistant Team Leader in site evaluation and containment.

DAMAGE CONTROL:

- a. Provides equipment and personnel to perform shut down procedures, hazardous area control, barricades, damage assessment, debris clearance, emergency repairs, and equipment protection.
- b. Provides vehicles, equipment operators for movement of personnel and supplies; assigns vehicles as required to Crisis Management Team for emergency use.
- c. Obtains the assistance of utility companies as required for emergency operations.
- d. Furnishes emergency power and lighting systems as required.

STUDENT AFFAIRS:

- a. Is present during emergency to provide students and parents with information concerning emergency.
- b. Assists student population with appropriate response to the emergency. Assigns and supports institution liaisons to families of students, as appropriate.

COMMUNICATIONS:

- a. Establishes contact with public media as directed by the president.
- b. Establishes contact with local television and radio stations for public announcements.
- c. Arranges for photographic and audio-visual services.
- d. Advises president or designee of all news covering the situation or emergency affecting campus.
- e. Prepares news releases for approval and releases to media concerning emergency.

HAZARDOUS MATERIALS ADVISOR:

Will be available to provide resource assistance on the scene when an emergency occurs involving the handling and/or disposal of possible hazardous waste and/or radioactive material. This type emergency might be a fire, tornado, or damage to the Engineering Science Building, Dodgen Building, or any other facility that maintains hazardous materials.

LONGVIEW COORDINATOR:

Will be available to coordinate emergency services at Kilgore College – Longview until such time as the Crisis Management Team can be assembled.

It will be the responsibility of the team members to direct and contact other members of their staff as needed. It is the responsibility of the Crisis Management Team Leader to review this manual to determine that all information is current and correct. Any changes should be e-mailed to the entire campus and physically addressed by the keepers of the hard copies. It should also be changed on the website where it resides.

Evaluation should be done on an annual basis by the 15th of August of each year in order to be in place for the beginning of the school year. At the discretion of the Crisis Management Team, any changes that should have immediate attention can be made at anytime during the year.

Changes in the manual should include (but are not limited to): updates of names and telephone numbers of those serving in various positions; additions or deletions in the basic core material of the plan; changes in responsibilities of Crisis Management Team Members, Individual Building Contacts, etc.

TEAM MEMBERS AS OF 2003:

	HOME	WORK
TEAM LEADER: Mr. Mike Jenkins	297-8328	ext. 102
ASSISTANT TEAM LEADER: Mr. Bill Lewis	986-3719	ext. 650
SAFETY AND SECURITY: Mr. Mike Phillips	845-2494	ext. 650
-DAMAGE CONTROL: Mr. Perry Myers	657-7849	ext. 257
STUDENT AFFAIRS: Mr. David Castles	984-7562	ext. 188
PUBLIC INFORMATION: Mr. Chris Moore		ext. 181
HAZARDOUS MATERIALS: Mr. Perry Myers	657-7849	ext. 257
LONGVIEW: Mr. Dennis Gronewald	759-8107	ext. 281

(It is the responsibility of team members to contact the Team Leader if the member has a change of phone numbers.)

DISASTER AND OFF - CAMPUS RESOURCES

Kilgore Resources:

Kilgore College Police Department	983-8650 or ext. 650
City of Kilgore Police Department	911 or 983-1559
City of Kilgore Fire Department	911 or 984-6333
City of Kilgore Water Department	984-5083
Laird Memorial Hospital	984-3505
Reliant Energy/Entex	984-0246
Sheriff's Department	984-0671
Southwestern Electric Power	1-866-223-8508
Texas DPS	1-800-525-5555
Texas National Guard	984-4323

Longview:

Kilgore College Police Department	983-8650 or ext. 650
City of Longview Police Department	911 or 237-1199
City of Longview Fire Department	911 or 237-1210
City of Longview Water Department	237-1030
Good Shepherd Medical Center	315-2000
Longview Regional Medical Center	758-1818
Red Cross	753-2091
Salvation Army	753-4511
Texas National Guard	757-5464

**KIL GORE COLLEGE
CRISIS MANAGEMENT PLAN**

SECTION III. COLLEGE NOTIFICATION SYSTEM

DECLARATION OF STATE OF EMERGENCY

The authority to declare a campus state of emergency rests with the college president or his designee as follows:

During a time of campus emergency, campus police shall immediately place into effect the appropriate procedures necessary to meet the emergency, safeguard persons and property, and maintain educational facilities. The police department shall immediately consult with the Crisis Management Team Leader and the Assistant Team Leader. If unable to contact the above persons, the president should be contacted directly regarding the emergency and possible need for the declaration of a state of emergency.

When this declaration is made, only registered students, faculty, staff and affiliates (i.e. persons required by employment) are authorized to be present on campus. Those who cannot present proper identification (registration, employee ID card or other ID) showing their legitimate business on campus will be asked to leave the campus. Unauthorized persons remaining on campus may be subject to arrest in accordance with the penal code.

In addition, only those faculty and staff members who have been assigned Crisis Management Team duties, or issued an emergency pass by the Crisis Management Team Leader, will be allowed to enter the disaster area.

In the event of earthquakes, aftershocks, fires, storms, or major disasters occurring in or about the campus that involve college property, campus police officers will be dispatched to determine the extent of any damage to college property.

NOTIFICATION CHAIN

The telephone is the primary means of emergency notification at Kilgore College. This system is intended for immediate transmission of specific information regarding an emergency to all affected areas of the campus. When available, Kilgore College e-mail and/or public access television will also be used for this purpose as a back-up system.

SAFETY AND SECURITY

The Kilgore College Police Department is the focal point for two-way transmission of official emergency telephone communications 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 Team Leader will make the determination as to the need for the Crisis Management Team being called out. In his absence, one of the college officials may determine the need for the Crisis Management Team.

IMPORTANT: During an emergency, campus phones must be restricted to college official business only. In the absence of phone service, the Campus Police Department will provide runners for emergency notification, contingent on available personnel. In addition, personal and college cellular phones will be commandeered for Team use.

General Warning Devices

The City of Kilgore maintains an emergency/danger warning device. This is designed to enhance, not replace, more conventional means of communications such as telephones and radios.

Individual Building Contacts

Each building on campus has a contact and an alternate contact designated. These contacts will be responsible for such things as being sure buildings are evacuated and maintaining the best possible head count under the circumstances. These contacts and alternates for each building or area are listed below by location.

Administration Building

Building Contact: Gerald Stanglin, ext. 104
Alternate: Darralyn Scobee, ext. 608

Adult Education Center

Building Contact: Mike Earley, ext. 664
Alternate: Mary Martin, ext. 677

Applied Technology Center

Building Contact: Chris Marshall, ext. 158
Alternate: Gail Jackson, ext. 168

Auto Body Repair

Building Contact: Terry Brewer, ext. 594
Alternate: Randy Lewellen, ext. 130

Band Hall

Building Contact: Wayne Smith, ext. 272
Alternate: Jeanne Johnson, ext. 121

Baptist Student Ministries

Building Contact: Blair Prevost, 984-7146
Alternate: Faye King, 984-7146

Business Administration Building

Building Contact: Randy Lewellen, ext. 130
Alternate: Linda Smith, ext. 131

Child Development Center

Building Contact: Virginia Booker, ext. 292
Alternate: Lara Pauley, ext. 291

Campus Christian Center

Building Contact: Britt Davis, 984-3700
Alternate:

Davis Residence Hall

Building Contact: Chastity Richmond, ext. 577
Alternate: Edward Williams, ext. 520

Demonstration Farm

Building Contact: Bob Young, 834-6255
Alternate: Joe Don Thornton, 834-6255

Dodson Auditorium

Building Contact: Dennis Cliborn, ext. 635
Alternate: Arron Munn, ext. 595

East Texas Oil Museum

Building Contact: Joe White, ext. 605
Alternate: Sara Lugeanbeal, ext. 296/295

Engineering Sciences Building

Building Contact: Louise Wiley, ext. 242
Alternate: Becky Still, ext. 243

Fine Arts Center

Building Contact: Raymond Caldwell, ext. 117
Alternate: Alexa Duke, ext. 118

Fitness Center

Building Contact: Kappy Edwards, ext. 630
Alternate: Scott Chism, ext. 631

Journalism and Photography Building

Building Contact: Bettye Craddock, ext. 194
Alternate: O. Rufus Lovett, ext. 192

Liberal Arts Building

Building Contact: Terry Booker, ext. 212 or Sarah Keith, ext. 536
Alternate: Ginger Holley, ext. 213

Library and Bone Learning Center

Building Contact: Kathy Fair, ext. 639
Alternate: Janet Smith, ext. 238

Longview

Building Contact: Julie Fowler, ext. 281
Alternate: Nancy Starr/Eric Good, ext. 281

Master's Gym

Building Contact: Jimmy Rieves, ext. 261-268
Alternate: Scott Schumacher, ext. 270

Old Main

Building Contact: Duane McNaney, ext. 107
Alternate: Mike Jenkins, ext. 102

Physical Education Center

Building Contact: Wendy Brown, ext. 262
Alternate: Cathy Beckman, ext. 633

Physical Plant Building

Building Contact: Jerry Rayburn, ext. 259
Alternate: Perry Myers, ext. 258

Quads Residence Hall

Building Contact: Jason Kilmer, ext. 504
Alternate: Edward Williams, ext. 520

Radio Station

Building Contact: Kathy Housby, ext. 625
Alternate: Manny Almanza, ext. 626

Rangerette Gym

Building Contact: Dana Blair, ext. 273
Alternate: Shelley Wayne, ext. 273

Rangerette Showcase

Building Contact: Pat Joslin, ext. 265
Alternate: Lynn Oberthier, ext. 265

Spear Training Facility

Building Contact: Brian Ruthven, ext. 172
Alternate: Mike Earley, ext. 664

Stark Residence Hall

Building Contact: Edward Williams, ext. 520
Alternate: Jan Washburn, ext. 191

Student Center

Building Contact: David Castles, ext. 188
Alternate: Cecelia Sanders, ext. 189

Technical/Vocational Classroom Building

Building Contact: D'Wayne Shaw, ext. 152
Alternate: Rene Wiley, ext. 146

Vocational Shop Building

Building Contact: Mike Ford, ext. 153
Alternate: Kelly Bonicelli, ext. 153

Wesley Foundation

Building Contact: VaLita Waits, 984-6922
Alternate: Secretary, 984-6922

Woodfin Technology Center

Building Contact: Charleen Worsham, ext. 700
Alternate: Doris Johnson, ext. 701

List of Gathering Places Inside and Outside Buildings

The following is a list of gathering places for each building (or area, in some cases) that should be used in case of an emergency that requires evacuation or the exchange of information. Each building or area has denoted two inside locations (one for exchange of information, one as a place of optimum safety) and an outside central gathering location for evacuation purposes (such as a fire alarm).

Any modular units used on campus should be abandoned in case of tornado for a more permanent structure or other place of safety such as a ditch or ground depression.

Administration Building

Outside Gathering Point:	North of building in front of Old Main
Inside Safety Location:	Board Room
Inside Information Point:	Board Room

Adult Education Center

Outside Gathering Point:	South: Coldwell Banker-Lenhart Properties parking lot; North: St. Paul's Episcopal Church parking lot
Inside Safety Location:	Room 132
Inside Information Point:	Front registration office

Applied Technology Center

Outside Gathering Point:	Parking lot at the back, Southeast corner of the building
Inside Safety Location:	Central hallway on the first floor
Inside Information Point:	ATC faculty lounge

Auto Body Repair

Outside Gathering Point:	Southwest corner of the tennis courts
Inside Safety Location:	Classroom
Inside Information Point:	Classroom

Band Hall

Outside Gathering Point:	Tennis Courts
Inside Safety Location:	Band Hall (rehearsal hall)
Inside Information Point:	Office #272

Baptist Student Ministries

Outside Gathering Point:	Faculty parking lot behind the LA building
Inside Safety Location:	Dining area
Inside Information Point:	Just inside the front door

Business Administration Building

Outside Gathering Point: Grassy area beside the Fine Arts building and Brooks Drive
Inside Safety Location: Room 112
Inside Information Point: Middle of first floor hallway

Child Development Center

Outside Gathering Point: South entrance to the Shakespeare garden
Inside Safety Location: Closet in hallway and closet in 2 year old class room
Inside Information Point: Director's office

Campus Christian Center

Outside Gathering Point: Lot behind the building
Inside Safety Location: The classroom
Inside Information Point: The living room

Davis Hall and Annex

Outside Gathering Point: North side of LA building along Nolan Street
Inside Safety Location: Interior hallway of 1st floor
Inside Information Point: Lobby

Demonstration Farm

Outside Gathering Point: Main parking lot
Inside Safety Location: Classroom
Inside Information Point: Classroom

Dodson Auditorium

Outside Gathering Point: Parking lot across the street by the Oil Derrick
Inside Safety Location: For large groups: the "house" area
For smaller groups: dressing room hallways
Inside Information Point: The mezzanine area (PA system for large groups)

East Texas Oil Museum

Outside Gathering Point: Lawn area fronting Ross Street, adjacent to the parking lot
Inside Safety Location: Conference Room
Inside Information Point: Orientation Lounge

Engineering Sciences Building

Outside Gathering Point: Corner of Ross and Broadway, by the library
Inside Safety Location: ES 122 classroom
Inside Information Point: Hallway outside of the Dean's office (Rm. 202)

Fine Arts Center

Outside Gathering Point: Field between the Fine Arts building and the ATC
Inside Safety Location: Basement in front of make-up/dressing rooms
Inside Information Point: Van Cliburn Auditorium

Fitness Center

Outside Gathering Point: Catholic Church parking lot across the street
Inside Safety Location: Men and Women's locker rooms
Inside Information Point: Area in front of racquetball courts

Journalism and Photography Building

Outside Gathering Point: Motorcycle parking area of the parking lot in front of building
Inside Safety Location: Inside the photo gallery area by the photo offices, mailboxes and room 103
Inside Information Point: Downstairs hallway just inside the front door

Liberal Arts Building

Outside Gathering Point: L.A. Building Parking Lot
Inside Safety Location: 1st floor hallways away from doors and windows
Inside Information Point: 1st floor foyer outside of the dean's office

Library and Bone Learning Center

Outside Gathering Point: Devall Student Center Lobby
Inside Safety Location: Basement
Inside Information Point: Circulation desk

Longview

Outside Gathering Point: Northeast corner of the parking lot, under the magnolia trees
Inside Safety Location: 500 Hallway or any interior classroom
Inside Information Point: Main Office

Master's Gym

Outside Gathering Point: Parking area across the street from Master's Gym
Inside Safety Location: Interior front wall of the gym
Inside Information Point: Front lobby

Old Main

Outside Gathering Point: East side of building by HWY 259
Inside Safety Location: Interior hallway, Business Office vault, HR Office file room
Inside Information Point: Business Office conference room

Physical Education Center

Outside Gathering Point: Catholic Church parking lot
Inside Safety Location: Men's dressing room
Inside Information Point: Front desk of fitness center

Physical Plant Building

Outside Gathering Point: Sidewalk in front of building
Inside Safety Location: Break room
Inside Information Point: Secretary's office

Quad Student Housing

Outside Gathering Point: North parking lot along Elder Street
Inside Safety Location: Individual rooms shower areas
Inside Information Point: TV Room, Quad 107

Radio Station

Outside Gathering Point: Dodson Auditorium's back entrance driveway
Inside Safety Location: Air studio and production studio
Inside Information Point: Lobby

Rangerette Gym

Outside Gathering Point: Sidewalk in front of Davis Hall
Inside Safety Location: Restroom, Locker room (against the mirrored wall)
Inside Information Point: Locker room

Rangerette Showcase

Outside Gathering Point: Sidewalk on the west side of the library
Inside Safety Location: Men and Women's locker room in Fitness Center
Inside Information Point: Lobby

Spear Training Facility

Outside Gathering Point: West parking lot
Inside Safety Location: Storage room on South side of the building
Inside Information Point: The office

Stark Hall

Outside Gathering Point: Quad parking lot
Inside Safety Location: 2nd and 3rd floor hallways
Inside Information Point: Lobby by the elevators

Student Center

Outside Gathering Point: North side of Master's Gym in front of band hall
Inside Safety Location: Central stairwell across from the switchboard
Inside Information Point: Hallway in front of switchboard

Technical/Vocational Classroom Building

Outside Gathering Point: Far corner of ATC parking lot
Inside Safety Location: Middle of downstairs hallway
Inside Information Point: Secretary's office - #113

Vocational Shop Building

Outside Gathering Point: Sidewalk at East end of the building
Inside Safety Location: Print Shop store room
Inside Information Point: Print Shop classroom

Wesley Foundation

Outside Gathering Point: Beside the Wesley Foundation sign
Inside Safety Location: Chapel
Inside Information Point: Chapel

Woodfin Technology Center

Outside Gathering Point: Handicap parking area for the Oil Museum
Inside Safety Location: Faculty training room in the Northeast section of the building
Inside Information Point: Main lobby at South entrance

**KILGORE COLLEGE
CRISIS MANAGEMENT PLAN**

SECTION IV: EMERGENCY COMMAND POST

When a major emergency occurs, or is imminent, it shall be the responsibility of the Crisis Management Team Leader to set up and staff an appropriate emergency command post as directed. The command post shall be kept fully operational at all times if possible.

GENERAL COMMAND POST

If the emergency involves a large portion of the campus, the command post is to be set up in the Old Main Building. If this site is unavailable, the Crisis Management Team Leader is to select an alternate location. At least one uniformed officer is to staff the command post at all times until the emergency situation ends. A marshaling area for outside and local agency assistance shall be established for operations of the combined on-site Crisis Management Team. A conference room with facilities for emergency teams and which is designed to accommodate multiple telephone and/or electrical appliances is desirable.

FIELD EMERGENCY COMMAND POST

If the emergency involves only one building or a small part of the campus, a campus security vehicle is to be used as the command post until the emergency ends. A small office with desk, chairs and a telephone may also be required near the scene.

Field Emergency Command Post Equipment could include:

- Barricades and/or barriers, barrier tape, signs for the scene
- Portable hand-held radios
- Cellular telephone(s)
- Portable public address system
- First Aid Kit
- Campus telephone directory and local telephone directory

**KILGORE COLLEGE
CRISIS MANAGEMENT PLAN**

SECTION V. CAMPUS RESOURCES AVAILABLE

ON - CAMPUS ASSISTANCE

1. The Crisis Management Team Leader and Assistant Team Leader's cellular telephone numbers are listed below. These numbers should be used in the event of downed telephone lines.

Name	Home Phone	Cellular Phone
Mike Jenkins	297-8328	720-5634
Bill Lewis	986-3719	983-9529

2. Physical Plant Department: Regular business hours are 7:00 a.m. until 4:00 p.m., Monday through Friday. They can be reached at ext. 157 or 983-8157. After hours and on weekends, the following individuals may be called:

Name	Home Phone	Cellular Phone
Jerry Rayburn	643-4816	720-5585
Rick Murphy	274-6333	987-1257
Perry Myers	657-7849	983-9014

3. Student Affairs and Residence Life: Regular business hours are 7:45 a.m. until 4:30 p.m. Monday through Friday. The Vice President of Student Development may be reached on his cell phone at anytime at 985-0212. The Director of Residence life can be paged at 986-7072.

4. Purchasing Department: Emergency procurement of materials and services can be arranged in direct support of any contingency.

5. Receiving: Central Receiving is located in the Adult Education Center.

6. Emergency Shutdown Procedures: In the event of a natural disaster where major structural damage is sustained, it is advisable to turn off hazardous utilities. Electricity and natural gas are of primary concern. Also, the gas system in the Engineering Science Building should be considered with the utmost caution.

EMERGENCY FOOD SUPPLY

The food services contractor for the college, Aramark, currently maintains a food supply designed to last several days in the event that their daily suppliers are unable to make deliveries, regardless of the reasons. They also have a contingency plan that addresses food contamination or loss of power and gas, both of which are essential to food preparation. Questions or concerns should be addressed with the Director of Food Services.

MATERIALS LIST AND LOCATION

Individual offices should maintain basic emergency equipment that might be needed in order to continue operations as well as possible. Kits containing items such as flashlights, battery powered radios, extra batteries, "glow sticks" (for lighting), and basic first aid supplies are made available to each building on campus. Candles and matches are not recommended for lighting since they require an open flame that can be hazardous.

If needed, Physical Plant can furnish large items such as power generators and pumps for flooded areas.

MEDICAL SUPPLIES

First aid kits are available in several areas of campus including Physical Plant, Campus Nurse, and in all police patrol cars. These supplies are to be used by first responders until such time as more qualified medical assistance can arrive on campus. These kits are replenished on a regular basis.

DOCUMENTATION

Information for each student regarding phone numbers, permanent home phone numbers, etc., is maintained by the Registrar's Office. The Residence Life Team also maintains information cards on all residential students.

**KIL GORE COLLEGE
CRISIS MANAGEMENT PLAN**

SECTION VI. EMERGENCY PROCEDURES AND GUIDELINES

Emergency Evacuation Procedures

A. Building Evacuation.

1. All building evacuations will occur on notification by College Police or by individual choice when the emergency dictates.
2. When notification occurs, leave by the nearest marked exit and alert others to do the same.
3. Assist disabled persons leaving the building. Do not use elevators in the event of a fire, earthquake, or other emergencies where you could become trapped in an elevator.
4. Additional information regarding the evacuation of disabled persons in the event of an emergency is available through the Federal Emergency Management Agency. This material may be ordered by writing the following address and asking for Publication I.D. # 25, FA # 154 **United States Fire Administration Publications, 16825 South Seton Ave., Emmitsburg, Maryland 21727.** Or through their website, <http://www.usfa.fema.gov/downloads/pdf/publications/FA-154.pdf>. A copy is also on file at the Office of Human Resources.
5. Once outside, proceed to a clear area that is at least 50 yards away from the affected building. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel.

B. Campus Evacuation

1. College Security or the Crisis Management Team Leader will announce the evacuation of all or part of the campus grounds.
2. All persons are to vacate immediately the area in question and relocate to another part of the campus or location as directed.

Types of Crises, Identifying and Other Information

NATURAL DISASTERS/EVENTS:

EARTHQUAKE

Before the Emergency

Know the gathering locations and contact persons for each of the buildings you use for work or study.

A state of emergency will begin with an earthquake of enough magnitude to affect any structures on campus and possibly render them unsafe. It is important that everyone remains calm and that all buildings are evacuated to a place of safety outdoors. Once outdoors, quickly move away from buildings, utility poles, or other structures that could possibly fall. Always avoid power or utility lines as they may be energized.

DO NOT USE ELEVATORS TO EVACUATE BUILDINGS!

If you should have to remain indoors for some reason, seek refuge in a doorway or under a desk or table. Stay away from glass windows, shelves, and heavy equipment.

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 as it offers shelter.

Protect yourself at all times and be prepared for after-shocks.

DO NOT RETURN TO AN EVACUATED BUILDING unless directed to do so by a college official.

Take Appropriate Action

After the initial shock, an evaluation process will begin to determine the amount of damage and the necessity for outside emergency assistance. Part of the evaluation process will be to determine the possibility of people being trapped under building debris. Depending on the magnitude of the earthquake, emergency assistance may or may not be available. Nursing students, police officers, and others trained in emergency first aid may be utilized to assist with the injured. A command post will be established and its location communicated to the Crisis Management Team members. Keep clear of the command post unless you have official business.

End Crisis Mode

The crisis ends when everyone is accounted for and the immediate threat of danger has passed.

FIRE

Before the Emergency

Know the location of fire extinguishers, fire exits, and alarm systems on campus and how to use them. Training and information is available from the Office of Safety & Security. Also, know the gathering locations and contact persons for each of the buildings you use for work or study. These are listed on pages 12-15 in this manual, in the section entitled "College Notification System."

An emergency exists when building fire alarms or sprinkler systems are activated, or when someone actually sees smoke or fire and sounds an alarm. The Campus Police Department should be notified immediately and the Fire Department called.

It is important that Campus Police be involved first because:

They can verify the emergency and know exactly who to call first for help;

They can deal with small fires themselves using fire extinguishers; and

They can implement an existing plan that calls for a police officer to meet fire equipment as it comes onto campus to show them exactly where the emergency is located.

Remember that outside agencies are not as familiar with our campus as Campus Police.

Take Appropriate Action

When an alarm sounds, the building(s) affected must be evacuated immediately. Walk quickly to the nearest marked exit and alert others to do the same. Assist disabled persons in exiting the building. Close all doors to help confine the fire and reduce oxygen.

Should you decide to fight a small fire yourself (using a fire extinguisher), be sure to aim the charge of the extinguisher at the base of the fire.

CAUTION!! NEVER USE A WATER FIRE EXTINGUISHER ON AN ELECTRICAL FIRE!

DO NOT LOCK DOORS!

DO NOT USE ELEVATORS DURING A FIRE!

DO NOT RETURN TO AN EVACUATED BUILDING unless directed to do so by a college official.

If you become trapped in a building and a window is available, place an article of clothing outside the window as a marker to rescue crews. If no window is available, remain near the floor where the air will be less toxic. Shout periodically to alert emergency crews of your location.

ABOVE ALL, DO NOT PANIC!

Once outside, move to a clear area away from the affected building. (See the list of gathering places in this manual regarding where to go from particular buildings in order to be counted as safe.) Keep streets, fire lanes, hydrants, and walkways clear for emergency vehicles and crews. If requested, assist emergency crews as necessary.

A Campus Emergency Command Post may be set up near the emergency site. Keep clear of command post unless you have official business. Any damage or injuries should be reported to the command post. This will be the site for immediate first aid. The Crisis Management Team will determine other action, as necessary.

A person and a second have been designated as the contact for each building (or area) on campus. This person, or his/her designate, will be responsible for securing (as much as possible) sensitive documents or materials. A separate safety manual lists materials of concern (such as chemicals) that should be taken into consideration if a building is on fire. These lists will be made available to the fire department and others as necessary.

A fire, or alarm, will be constantly monitored by the Crisis Management Team to determine what action will be taken in regards to returning to the building or making other arrangements in case a building becomes untenable.

End Crisis Mode

The College Notification System is put into action to notify campus and outside media. If injuries are incurred, designated offices will deal with types of injuries and family contacts (i.e. Student Services for student injuries/deaths). Designated offices will develop a follow-up plan for each type of crisis and hold a debriefing meeting to discuss problems or improve action plans. Written documentation of the particular crisis will be prepared for future use.

FLOOD

Before the Emergency

Know the gathering locations and contact persons for each of the buildings you use for work or study. Alternate gathering places may have to be considered if the designated areas are flooded.

Identify the Emergency

Although our campus is not in a low-lying area, flash flooding caused by heavy or prolonged amounts of rainfall can create an emergency. Flash flooding can cause electrical power sources to short out and water supplies to become contaminated. This can create a potentially dangerous situation or affect the normal operations of the college.

Take Appropriate Action

If flooding occurs, the Campus Police Department should be notified immediately. They will begin the notifications needed to other areas of the college, such as Physical Plant Operations and the Public Information Office. Anyone in the affected area should quickly move to higher ground. The flooding should be contained as much as possible. Any sensitive materials or chemicals should be secured if feasible. An assessment of the area will be made by the appropriate college or outside officials and a plan of action put into effect.

End Crisis Mode

The emergency will be considered over as determined by the Crisis Management Team Leader.

TORNADO

Before the emergency

Know the gathering locations and contact persons for each of the buildings you use for work or study.

Identify the Emergency

The Campus Police and Office of Human Resources monitor the National Weather Service and local television stations in order to be aware of any inclement or dangerous weather approaching us. In the event a "Tornado Warning" is issued for our immediate area, the following notifications will be made (regardless of the hour of the day or night) by the Crisis Management Team Leader or, if after hours, the campus police officer on duty (in the order listed):

1. Director of Residence Life (or Resident Coordinator on Call)
2. Crisis Management Team

During business hours, the following notifications should be made next:

1. Office of the President
2. Office of Student Affairs
3. Director of Plant Operations
4. Public Information Office

Once these notifications are made, decisions will be made regarding other persons to contact. Once this process is completed and the campus has been put on alert, the Crisis Management Team Leader or his designate will decide when the alert is to be called off. When that is done, the above process will be repeated informing these offices that the emergency is over.

If a "Tornado Warning" is issued, an immediate place of optimum safety should be sought. Existing plans of action should be implemented as quickly as possible. Otherwise, the individual building contacts should begin to facilitate moving everyone to the designated place of optimum safety within their respective buildings. If indoors, seek refuge in a doorway, interior hallway, or under a desk or table on the lowest floor of the building. Stay away from windows and exterior doors.

Take Appropriate Action

If outside and unable to get to shelter, seek a ditch or depression in the ground and lie flat on the ground.

CAUTION: Avoid power or utility poles as they may be energized.

If in an automobile, stop as quickly as safety permits. Exit the vehicle and seek shelter in a ditch or depression in the ground, and lie flat on the ground.

In the event a tornado does strike the Kilgore College campus, the Crisis Management Team Leader will coordinate efforts with the proper local authorities. A command post will be established and the Crisis Management Team will be activated. Staff members will be utilized to help shut off utilities, provide first aid, etc. as needed. All other needs will be addressed through this method until the emergency is declared ended.

End Crisis Mode

The College Notification System will be put into action to notify campus and outside media. If injuries are incurred, designated offices will deal with types of injuries and family contacts (i.e. Student Services for student injuries/deaths, etc.) Responsibility will be assigned to designate offices to develop a follow-up plan for each type crisis.

The proper office will hold debriefing meetings to discuss problems or improve any action plans. They will also prepare written documentation of particular crisis for future uses.

ENVIRONMENTAL DISASTERS/EVENTS:

CHEMICAL SPILL OR CONTAMINATION

Before the Emergency

Know the gathering locations and contact persons for each of the buildings you use for work or study. If possible, know beforehand any chemicals or hazardous materials which may be stored in the buildings you use. This information may be useful to Fire Department officials in case of spill.

Identify the Emergency

Notification by whatever source that a spill or contamination has taken place on campus and can possibly affect persons here will constitute an emergency. Campus Police should be notified immediately. They will then notify the municipal fire department for assistance.

The College Notification System will be placed into motion. When calling Campus Police, be sure to give the following information:

- Name and telephone extension of person calling
- Substance and quantities involved
- Location: Building, floor and room number

Take Appropriate Action

Take all precautions to confine or contain the spill. If possible, do not let any of the spilled materials enter the sewer system (for example, through a floor drain). Personnel on site should be evacuated from the affected area at once. Any sources of ignition should be extinguished and the contaminated area sealed off to prevent further contamination. It should be determined if medical attention is needed.

When the proper authorities have arrived, assessment should be made to determine any further measures including clean up. Further assessment should also be made regarding medical attention. Buildings may need to be evacuated. Assist disabled persons in exiting the building.

IN CASE OF FIRE, DO NOT USE ELEVATORS!

A command post may need to be established near the scene of the spill. Keep clear of the post unless you have official business.

End Crisis Mode

The emergency will be considered over when determined so by the proper authorities.

EXPLOSION OR AIRCRAFT CRASH

Before the Emergency

Know the gathering locations and contact persons for each of the buildings you use for work or study.

Identify the Emergency

In the event of an explosion or an aircraft crash on campus, the Campus Police Department should be notified immediately. This will activate the notification of the Crisis Management Team and any outside agencies that will be involved. Most likely, there will be several injuries or fatalities involved and the possibility of additional explosions or fires will be high. There is also the probability of harmful fumes or chemicals.

Take Appropriate Action

Any buildings in the immediate area should be evacuated immediately. To evacuate the building, a fire alarm should be sounded.

DO NOT USE ELEVATORS IN ORDER TO EVACUATE A BUILDING.

Only stairs should be used. Any disabled persons in the building should be assisted in leaving. If unable to leave a building for some reason, take cover under a desk or table. Be aware of the potential for falling glass or debris.

The College Notification System will be put into action immediately. A command post will be established near the scene of the disaster 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.

End Crisis Mode

The emergency will be considered over when determined by the Crisis Management Team Leader. This will probably be some time coming about since there will probably be a considerable amount of damage with which to deal. Usually, secondary services will need to be called in to assist.

FOOD POISONING

Identify the Emergency

An emergency exists when there is an outbreak of illness on campus that appears to be food poisoning or the result of possible contamination of food materials from Aramark.

Take Appropriate Action

The Vice President of Student Development and Aramark's Director of Food Services should be contacted immediately and made aware of the situation. The campus nurse should also be contacted. The Residence Life Team should be notified to help spread the word among students and be aware if students in their facilities come down with the illness.

The Public Information Officer should be contacted to deal with outside media coverage. The Crisis Management Team Leader should also be notified, though the entire College Notification System may or may not need to be activated. The Team Leader will decide at this time what other notifications should be made.

If the source of the food poisoning is campus dining services or catering, all individuals who have come into contact with the contaminated food must be contacted and made aware of the situation. Campus Police should also be notified so as to be aware of what is taking place. The Vice President of Student Development and Aramark's Director of Food Services should designate emergency food suppliers. Efforts should be made to determine the source of contamination. Medical needs of those affected must be assessed and addressed by Health Services or outside agencies as deemed necessary. When investigation is complete, clean up efforts should begin to rid campus of the source of the contamination.

End Crisis Mode

The crisis will be considered over when all persons affected have been given the proper assistance. The reason this happened should be addressed and steps taken to prevent a reoccurrence. Negative public relations fallout should be addressed on and off campus. Back-up food supply needs should also be addressed.

POWER OUTAGE

Identify the Emergency

An emergency exists when there is an obvious loss of power. This will probably become evident to everyone very quickly. If telephones are out of service as well, information may have to be passed by staff members going from point to point. Campus Police and Physical Plant Operations should be contacted immediately. Campus Police is responsible for contacting the Crisis Management Team Leader.

If the outage is prolonged, the College Notification System goes into effect. The time frame will be determined by external factors, but should not exceed one hour.

Take Appropriate Action

The source of the outage should be identified as quickly as possible. If the problem is on campus, personnel from Physical Plant Operations should address it.

If the outage is caused by factors off campus, local electric service, gas, or any other outside agencies needed should be contacted for assistance. Heat, air, and food service needs should be assessed and addressed as needed. A command post may be set up if necessary. If this is done, keep clear of the command post unless you have official business.

End Crisis Mode

The crisis will be considered over when proper authorities have taken charge and power is restored. Individual circumstances should be assessed to see if a back-up power source is warranted.

WATER LOSS AND CONTAMINATION

Identify the Emergency

An emergency exists when the campus loses water or the water supply becomes contaminated in some way. This may be determined by widespread sickness, or a change in the color or odor of water.

Take Appropriate Action

In this emergency, Physical Plant Operations would probably report the problem to the municipal water department and ask for assistance. Assessment would need to be made to determine the cause and location of the loss or contamination. Depending on the circumstances, the College Notification System could be used to notify the Crisis Management Team. The Public Information Office would handle any negative publicity.

In this emergency, the municipal water department would assist in supplying water from some other source until our normal water supply can be restored.

End Crisis Mode

The emergency is considered over when service is restored or the contamination has been eliminated. Notification of this fact should be made to the entire campus.

CRIMINAL OR TERRORIST ACTS:

BOMB OR BOMB THREAT

Before the Emergency

Know the gathering locations and contact persons for each of the buildings you use for work or study. Be aware that there are cases in the past where buildings have been evacuated in response to a bomb threat only to have a bomb actually go off in the parking area outside the building.

Identify the Emergency

If someone receives a bomb threat or observes a suspicious object or package on campus, the Campus Police Department should be notified immediately. The municipal Police Department will be notified for assistance and the College Notification System will be activated.

If you receive a bomb threat, immediately fill out the bomb threat form that is found on the following page of this manual. This will provide information to the investigators regarding the call.

If you are in a building where a bomb is suspected,

DO NOT OPEN DRAWERS OR CABINETS!
DO NOT TURN LIGHTS OR OTHER SWITCHES ON OR OFF!
DO NOT TOUCH ANY SUSPICIOUS PACKAGES!

Clear the area immediately.

Take Appropriate Action

The Crisis Management Team, along with local authorities, will determine the plan of action. A decision on evacuation will be based on all available information. If the decision is to evacuate a building (or buildings), occupants should take personal packages, lunches, briefcases, [etc. so](#) they will not be mistaken for explosives. Because a bomb may be sound sensitive, building fire alarms should NOT be activated in order to prompt evacuation. Individuals charged with that responsibility should accomplish this quickly and quietly. Above all else, remain calm.
DO NOT PANIC!

Should a bomb actually explode, the plan listed under "Explosion or Aircraft Crash" will be utilized.

End Crisis Mode

The crisis will be considered ended when declared so by the Police Department or the Crisis Management Team Leader. This will usually be after a sufficient amount of time has passed and the threat is considered over.

BOMB THREAT REPORT FORM
Threatening Phone Call

Date and time call received _____

Exact words of person placing call: _____

Questions to Ask:

When is the bomb going to explode? _____

Where is the bomb right now? _____

What kind of bomb is it? _____

What does it look like? _____

Why did you place the bomb? _____

Description of Caller's Voice

Check correct one(s) Male _____ Female _____ Young _____ Middle Age _____ Old _____

Tone of Voice _____

 _____ Background noise _____

 _____ If so, who did it sound like? _____

Remarks _____

Person receiving or monitoring call _____

 _____ Phone # _____

Home address _____ Home phone _____

CRIMINAL ON OR NEAR CAMPUS

Identify the Emergency

An emergency exists when the campus has been notified, through whatever means, that a crime has been committed and the suspect is located on or near our campus. This is usually reserved for more serious crimes in which the criminal may resort to desperate measures. Notification should be made to the entire campus population through e-mail, telephones, etc. The College Notification System should be activated as well.

Take Appropriate Action

In this kind of emergency, the municipal Police Department would probably have a command post set up in the immediate area, though this post may or may not actually be on campus. A campus communications center would need to be activated as well. Campus police officers should be placed at strategic locations throughout campus to act as lookouts. Contact with the municipal police should be maintained by the Crisis Management Team to monitor developments. Attempts should be made to determine if the suspect(s) can be identified to determine if there are any connections on campus. The Public Information Office will be responsible for handling outside media (if necessary).

Individuals, when possible, should gather in an area of their building not easily accessed from the outside, preferably behind a locked door. Outside doors should be locked to prevent anyone entering the building and lights should be extinguished.

End Crisis Mode

Events will be monitored and the campus notified when this situation is brought to conclusion.

HOSTAGE SITUATION

Identify the Emergency

Should a hostage situation develop on campus, the Campus Police Department should be notified immediately. This will allow for the College Notification System to go into action as well as obtaining assistance from the municipal Police Department. It is imperative that the Police Department Hostage Negotiation Team becomes involved as quickly as possible. Activity from that point forward will need to be directed by that team.

Take Appropriate Action

It is possible that buildings may need to be evacuated in this case, but that should not take place unless directed by a member of the College or City Police Department or a member of the Crisis Management Team. If this needs to be done, it should be accomplished as quickly and quietly as possible. Hostage situations are different from most crises in that the danger is ongoing until the problem is completely resolved.

In most cases, the less movement there is the better.

Assessment will need to be made as to: what areas of campus may be threatened, are hostages actually involved, etc. A command post will probably be set up near the crisis point. Keep clear of the command post unless you have official business.

End Crisis Mode

The emergency will be considered over when the situation has been entirely resolved by the Police Department and the Crisis Management Team. Notification of this will be accomplished by using the College Notification System.

MURDER ON CAMPUS

Identify the Emergency

An emergency exists once the Campus Police Department has been notified, by whatever means, that a murder has been committed and that it happened (or the crime scene is located) on campus.

The College Notification System will be activated and municipal Police notified. Notification will also be made to departments and offices directly involved, such as Residence Life, Student Affairs, etc. Notification would also be made to areas indirectly involved, such as faculty and staff with offices in the building where the crime scene is being worked. This would be done within guidelines set forth by the Police Department.

Take Appropriate Action

If a crime scene exists on campus, it should be secured immediately. This should be done by anyone available until police officers can arrive to assist. Assessment should be made to determine if anyone else is in danger, if a suspect might still be in the area, and if any buildings or other areas need to be evacuated or neutralized. Beyond this, the Police Department investigation should be monitored and assistance offered. A command post will probably be set up in the immediate area. Keep clear of the command post unless you have official business.

End Crisis Mode

The Public Information Office will be responsible for handling any media attention brought on by this event. A relationship with the municipal police department will be developed regarding the continuation of this investigation and the desired results.

PROTEST

Identify the Emergency

An emergency exists when there is a gathering, anywhere on campus, of students or other parties in protest fashion. When this is identified as such, the Campus Police Department should be notified. As long as the protest is non-violent, campus police will monitor the situation to determine if other offices or agencies are needed.

The Public Information Office will be notified to form a statement for the media.

If the protest is violent, the municipal police department will be notified. The Crisis Management Team Leader will be notified to determine if and when to activate the College Notification System.

Take Appropriate Action

A non-violent protest will be constantly evaluated. Proper college officials will be involved to offer reasonable solutions to help resolve the situation. A violent protest will be turned over to the Police Department for resolution. In that case, protesters will be dispersed and/or arrested.

End Crisis Mode

The emergency will be considered over when the protesters are dispersed and there is no longer a danger presented to the campus population.

UNSTABLE PERSON

Identify the Emergency

A psychological crisis (unstable person) 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 break. A psychotic break may be manifested by hallucinations or uncontrollable behavior. A psychotic episode may also involve a person from a neighborhood hospital or a halfway house walk-away.

Take Appropriate Action

Do not attempt to handle a situation you feel could be dangerous on your own. The person dealing with the unstable person should first call Campus Police. This will activate a plan of action that may include notifying the Kilgore College Counseling Staff. If the situation is occurring in a residence hall, the Residence Life Team staff may also be utilized.

Once the call has been made to the Campus Police Department, determine whether or not you can keep the individual in their current location. If you feel a potential threat, do not attempt to detain or restrain the individual. If appropriate, contact the municipal Police Department for assistance. These resource people will help assure that the individual receives proper medical or psychological attention.

End Crisis Mode

The crisis will be determined over when the individual has been turned over to the proper authorities for assistance.

**KILGORE COLLEGE
CRISIS MANAGEMENT PLAN**

SECTION VII: TRAINING AND MOCK DISASTERS

It is a proven fact that human beings, when faced with adverse situations, tend to react in the way for which they have trained and practiced. Therefore, it is recommended that each area of the college plan training periods in which the previously listed reactions may be practiced. Each building contact should have regular meetings with people in their building to be sure everyone knows what to do and what to expect, as much as possible.

These meetings should be held often enough to keep everyone properly informed. Training sessions should be coordinated through the Director of Human Resources.

Meetings and training sessions should be documented by the building contacts. This documentation should include the attendee's name, affiliation with the college, date of training, location training was held, and any other specific information in regards to what was covered in this session. These records should be forwarded to the Director of Human Resources to be kept on file there.

It is also recommended that the college plan and execute a minimum of one mock disaster each calendar year in order to evaluate the preparedness and effectiveness of this plan.

**KILGORE COLLEGE
CRISIS MANAGEMENT PLAN**

SECTION VII: SUMMARY

In this manual, we have tried to identify steps to take in case of an emergency. We have listed the various types of crises and what constitutes a crisis beginning and ending. We have identified the Crisis Management Team Leader and the other members of the Crisis Management Team and how to best reach them in case of emergency. We have tried to develop as well as we can, a step-by-step process of reaction which will protect each individual as well as possible considering the variables and unknowns inherently involved.

Keep in mind that these guidelines are only that: suggested general directions that should be taken into consideration when deciding what action to take. Each situation must be evaluated individually and decisions made based on the factors present at that time. There are no ideal reactions, only suggestions based on previous experiences. We can only hope those reactions will be sufficient when they count most.

ANNEXE 3

Office of the Attorney General Attorney General Thomas F. Reilly

GUIDELINES FOR A CRISIS MANAGEMENT PLAN

Office of the Attorney General Attorney General Thomas F. Reilly

GUIDELINES FOR A CRISIS MANAGEMENT PLAN

Safe Schools

**OCTOBER 1999
ISSUE NUMBER 1**

GUIDELINES FOR A CRISIS MANAGEMENT PLAN

As the school year begins, the Office of the Attorney General strongly encourages every school district to adopt a safe school plan that includes provisions for the management of a school crisis, especially a violent crisis. While the risk of a crisis caused by violence is generally low, no school can afford to be unprepared to deal with such a crisis. An unprepared school will be a chaotic school; a prepared school will be able to take steps to minimize further tragedy, to reassure traumatized students, and to communicate accurate information to frantic parents.

Because no two school districts are alike, we cannot offer a model crisis management plan that each district can simply adopt. We can offer, however, the following guidelines that school districts may find useful in creating a customized plan or in reviewing an already existing plan. All crisis management plans should be reviewed by the local school committee and the school district's general counsel or town counsel prior to implementation.

1. Create a Comprehensive Crisis Management Plan

Plan for a range of crisis scenarios that include crisis in the community, natural disasters, fire emergencies, accidents that impact students and faculty, suicides, violent crimes occurring off school premises, and violence at school. When designing a crisis management plan, include the input of public safety professionals, faculty, building and custodial staff, parents, students, and representatives from agencies that may provide services to students and staff victimized by crisis.

2. Develop Memoranda of Understanding with Outside Agencies

Every school district should have a Memorandum of Understanding with local police and fire departments that outlines a day-to-day system for the sharing of information regarding the delinquent or criminal acts of students, including drug activity, experimentation with fire or incendiary devices, possession of weapons, and involvement in violence. The system must be designed in conformance with applicable laws and regulations governing confidentiality.

Additionally, the MOU should provide for the sharing of information regarding community crimes and conditions that may have the potential to cause a crisis in the school environment, such as a hate crime or incident, intergroup tensions, or conflict between gangs in the community.

An effective communication system will increase the likelihood of school administrators and public safety officials having some advance warning of potential crisis situations and, consequently, being able to take preventative action. It is critical that school districts have an additional Memorandum of Understanding that governs the roles and responsibilities of school personnel, public safety, and social service agencies (including mental health counselling agencies) that may be called to respond in the event of a crisis. Update the MOU annually to ensure that all agencies are aware of their roles and responsibilities.

In developing this MOU, include provisions that designate the respective roles of school staff and police and fire officials when conducting searches, relocating building occupants, and managing a crisis scene. The MOU should also contain language that clearly identifies the point at which law enforcement may assume responsibility for and control of a crisis scene, and when, if ever, law enforcement would be charged with maintaining safety and order among students and staff.

3. Plan for School-Based Leadership During Crisis

Designate a school official (and a back up person in case of the absence of the primary designee) with the authority to declare an emergency situation. Also designate a school official (perhaps the same person) and a back-up person to be in charge during a crisis, and to lead the crisis response team. If a crisis occurs, this individual should determine when law enforcement or other public safety agencies should be contacted in accordance with the MOU. This person should be aware of the roles and responsibilities of other agency representatives who may respond in specific crisis situations. It is important that this person be acquainted with representatives of these agencies, so that the first time they interact is not during a crisis situation.

4. Establish a Crisis Response Team

Establish and train a multi-disciplinary crisis response team. Public safety agencies, as well as hospitals, mental health centers, civil defence organizations and other community agencies can be good resources for team training. The team should rely primarily on staff that do not have classroom requirements, such as school nurses, guidance counsellors, administrators, and custodial staff. If your school has school resource officers or security personnel, they should be part of the team. Each member should have specific responsibilities to perform during a crisis, for example: serving as evacuation manager (should evacuation be necessary); police liaison; parent information coordinator; internal communications manager; or coordinator of a school search team (should the crisis necessitate a search). Substitutes should be designated in case any member of the team is absent.

Make members aware of the roles that outside agency personnel will play as responders in a crisis event and the roles that school personnel play as members of an extended crisis response team. The crisis response team should routinely meet with police and fire officials at the start of each school year to review emergency procedures and to ensure the availability of all members of the team for the new school year. Throughout the year, the team member list should be updated to reflect any changes in the composition of the team.

5. Design Crisis Procedures

Establish and provide training on procedures for staff to follow in specific types of crisis scenarios. Where relevant, procedures should provide for a building lock-down and/or relocation and evacuation of students.

Each evacuation and relocation plan should include standard procedures for the movement of staff and students from one location to another and plans for alternate routes and destinations for special circumstances. Plans should also include a procedure for the evacuation of playgrounds, playing fields, and other outdoor or common areas.

6. Be Prepared for Bomb Threats

An extremely common form of crisis is caused by a school's receipt of a telephoned bomb threat. Several easy to implement steps can greatly assist school administrators and public safety officials in assessing the degree of risk posed by a particular bomb threat and in planning an appropriate crisis management response.

Place the attached *Bomb Threat Checklist*, prepared by the Massachusetts State Police, at any telephone that receives outside calls. Train all personnel who answer incoming calls to complete the checklist and emphasize that the recipient of a telephoned bomb threat should never hang up without getting as much information as possible. This checklist can provide critical information both in assessing the degree of risk posed by the threat and in investigating possible perpetrators.

Some schools, as a means to discourage bomb threats or to assist in the investigation of perpetrators, record all incoming telephone calls, particularly if bomb threats are occurring. However, under Massachusetts law, it is illegal to record a telephone conversation without the other party's consent. Thus, a school wishing to institute a recording protocol would be required to answer each and every call with a message or a live greeting that announces that all calls are routinely recorded. Additionally, schools may wish to consult with their local telephone service provider to inquire about features that may be available to assist in the tracking or tracing of telephoned bomb threats (e.g., *57).

7. Familiarize Key Police and Fire Personnel with the Physical Design of School Facilities

Often, local public safety personnel are familiar only with the exterior of school buildings. It is important to provide local police and fire departments with detailed, updated building floor plans that clearly show all doors, windows, stairwells, utility shutoffs, and labs and custodial storage sites where hazardous chemicals may be stored. In addition, invite police and fire personnel to tour the building to provide them with a greater sense of familiarity with the facility. Use these tours as an additional opportunity to have police and fire officials assess the safety and security of the school facility.

8. Plan for Building Access by Police and Fire Personnel

Ensure quick and easy access to school buildings by police and fire in a crisis by providing keys. Keys and building floor plans may be stored at police and fire departments or located on-site at the school facility in a secure exterior “lock box.”

9. Designate a Crisis Command Center

Designate a primary crisis management command center and an alternate site with access to outside communication. Equip these sites with emergency kits that include detailed building floor plans, master keys to all areas of the school facility, class lists, student and faculty photos, if available (from an identification card system or as contained in the current yearbook), staff rosters, cellular phone and back-up battery, and the names and phone numbers of all crisis response team members and local medical and social services agencies. In addition, schools must have a system for relaying student and staff attendance information to the command center.

10. Plan for Internal and External Communication

Each classroom should have a means of immediately contacting the school’s main office in case of an emergency. In addition to planning a system that allows for communication between classrooms and the school central office on a daily basis, it is essential to have in place internal and external communication systems to use in all crisis circumstances.

Schools should be aware that the use of two-way radios, cellular telephones, and some types of paging devices in a bomb incident can present a danger of detonating an explosive device. In this type of crisis incident, safe communication systems include the use of hard-wired telephones, intercoms, and runners who deliver messages between appropriate parties.

11. Establish a System for Alerting Staff to a Crisis Situation

Establish an emergency code system (an easily remembered word, phrase, or number) that, when announced, alerts staff to the existence of a crisis situation, such as a bomb threat, armed intruder, or other emergency. For example, “Code B” could signify a bomb threat or “Code I” could signify the presence of an intruder.

For crisis situations that occur outside school hours, it is important to create and maintain a regularly updated “phone tree” to allow for prompt notification to be made to all staff.

12. Prepare Each Classroom for an Emergency Situation

Each classroom should have an emergency kit that contains, at a minimum, first aid supplies and updated class rosters. Schools may also wish to equip classrooms with a chart or brochure that reminds staff of basic protocol steps to be taken in emergency situations. Schools may also wish to offer training opportunities for all staff in basic first aid and lifesaving techniques as a part of an emergency preparedness program.

13. Identify Relocation and Evacuation Sites

Due to bus schedules and the difficulties of parent notification, early dismissal is often impractical. Moreover, in a bomb threat scenario, early dismissal often encourages copy-cat incidents, as a perpetrator’s goal may be early dismissal. In order to be prepared for all possibilities, designate areas within the building to which students may be relocated, if necessary. It is important to plan for an external relocation site to use following a total or partial evacuation. Often, schools cooperate with other schools or public buildings in the community or schools in nearby communities for use of space for relocation. In cases where the relocation site is not within walking distance or walking is not safe, a relocation plan must include provisions for transportation of students to the relocation site.

14. Plan for a Parent Information and Family Reunification Center

Plan for primary and secondary sites to serve as a parent information and family reunification center and include crisis counsellors in the staffing of the center. It is critical that schools make arrangements, in advance, for crisis counsellors from outside agencies as a part of the crisis management plan. The site should feature the availability of private space for parents to meet with law enforcement, counsellors or clergy, if necessary. In planning for the smooth operation of the center, it is important to determine a system for recording the release of students to parents or family members to avoid confusion and needless anxiety.

15. Designate Responsibility for Media Relations

The release of information to the media must be the responsibility of a predetermined individual who is trained and authorized to serve as the spokesperson for the school district. Having a sole spokesperson will minimize the likelihood of inconsistent or inaccurate information being provided to the media. The media spokesperson should be familiar with the district crisis response plan and serve as a member of the district's crisis response team(s). The media spokesperson should be stationed at a media information center that is located away from the crisis location. The spokesperson should work in coordination with public safety agency liaisons to provide regular updates to the media.

16. Be Prepared to Inform Parents of the Crisis Event

It is critical that parents receive, as soon as practical after the crisis incident, a letter that describes the crisis situation, reports on the school's response, and explains the reason(s) for that response. Where appropriate, this letter should include the names and phone numbers of contact persons and information about community resources, including written materials that might assist students or parents in understanding and coping with the crisis.

17. Plan for a Healing Process

Plan for debriefing sessions with and short and long-term counselling for students and staff. Anticipate that space and time will be required for the provision of services to staff, students, and community members during and for an extended time after the crisis situation. In formulating the crisis management plan, anticipate debriefing and counselling sessions that include the participation of adults trusted by affected students, as well as mental health professionals trained to provide crisis response services.

In addition, it is important to identify those students, staff, and parents that may be likely to be most affected by the crisis (for example, due to a relationship or recent confrontation with the victim or perpetrator or a personal history with similar crisis). These individuals should be offered additional support and services.

18. Design and Deliver Staff Training

Provide for annual training of all staff on crisis management and response procedures. Staff who are not members of the crisis response team must know who is responsible for various procedures, in the event of a crisis. Some provision should be made for briefing substitute teachers on the procedures that they are to follow in responding to a school crisis. It is important to note that, although it is critical that all staff receive training on crisis procedures, the actual crisis plan should not be disseminated beyond the limits of key school, police, and fire personnel to ensure the highest degree of safety and security in a time of crisis.

19. Test the Crisis Response Plan

An actual crisis should not be the first test of the effectiveness of a crisis management plan. The Crisis Response Team should conduct mock drills on an on-going basis to identify and correct weaknesses in the response plan, protocols, and training.

20. Strive to Prevent Violent Crisis

While the crisis response team will carry out the provisions of the crisis management plan, it is important to emphasize that many incidents of violent crisis may be preventable if every member of the school community is alert to security concerns. All staff should be instructed to report to a designated administrator any unusual activity, unauthorized visitors, signs of tampering with locked exit doors, or other possible security breaches. Students should also be taught to take responsibility for the safety of their school environment by reporting suspicious activity on school grounds and security breaches to school staff.

All members of a school community must be alert for early warning signs that a member of the community may be at-risk to engage in violent behaviour and know to whom this observation is to be reported so that an early and appropriate intervention may occur. (Regarding early warning signs, see *Creating a Safe and Secure Physical Environment*, published in the Fall 1999 issue of the *Attorney General's Safe Schools Newsletter*.)

These guidelines are not intended to encompass every possible crisis situation that schools may encounter. For additional guidance on formulating a comprehensive school crisis management plan, schools may wish to consult the following Internet sites:

- www.keepschoolssafe.org, a joint project of the National Association of Attorneys General and the National School Boards Association;
- www.nsccl.org, the National School Safety Center;
- www.cde.ca.gov/spbranch/safety/crisis.html;
- www.nettelton.crs.c.k12.ar.us/crisis.htm, Nettelton Public School District of Jonesboro, Arkansas, Crisis Response Plan (1998);
- www.ed.gov, U.S. Department of Education (particularly useful is *Preventing Chaos in Times of Crisis: A Guide for School Administrators*, a publication of the Association of California School Administrators. This guide is included in *Creating Safe Schools: A Resource Collection for Planning and Action* which may be ordered online).

For more guidance on establishing comprehensive crisis response protocols and training opportunities for crisis response teams, schools may wish to contact the following resources:

- Massachusetts Executive Office of Public Safety at (617) 727-3200;
- Massachusetts Department of Mental Health, Disaster Mental Health Services at (617) 626-8069;
- Massachusetts Office for Victim Assistance at (617) 727-5200;
- National Organization for Victim Assistance at (202) 232-6682;
- A local community crisis response agency; or
- A local civil defense organization.

For guidance on developing comprehensive bomb threat response protocols, schools may wish to contact the Massachusetts State Police Bomb Squad at (978) 567-3365.

For more information on these and other guidelines produced by the Family and Community Crimes Bureau of the Office of the Attorney General, please contact Barbara Berenson, Assistant Attorney General at (617) 727-2200 x 2565 or Michelle Booth, Director of Programs at (617) 727-2200 x 2916.

MASSASHUSETTS STATE POLICE BOMB SQUAD

**24 Hour Emergency Line (MSP GHQ) (508) 820-2121
Fire Marshal's Office (978) 567-3310**

In case of a bomb threat...

QUESTIONS TO ASK:

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

EXACT WORDING OF THREAT:

Sex of caller: _____ Race: _____

Age: _____ Length of call: _____

Number at which call was received: _____

Time: _____ Date: _____

Report Call Immediately To: _____

Phone number: _____

Date: _____

Name: _____

Position: _____

BOMB THREAT CHECKLIST:

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Calm | <input type="checkbox"/> Nasal |
| <input type="checkbox"/> Angry | <input type="checkbox"/> Stutter |
| <input type="checkbox"/> Excited | <input type="checkbox"/> Lisp |
| <input type="checkbox"/> Slow | <input type="checkbox"/> Raspy |
| <input type="checkbox"/> Rapid | <input type="checkbox"/> Deep |
| <input type="checkbox"/> Soft | <input type="checkbox"/> Ragged |
| <input type="checkbox"/> Loud | <input type="checkbox"/> Clearing Throat |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Deep Breathing |
| <input type="checkbox"/> Crying | <input type="checkbox"/> Cracking Voice |
| <input type="checkbox"/> Normal | <input type="checkbox"/> Disguised |
| <input type="checkbox"/> Distinct | <input type="checkbox"/> Accent |
| <input type="checkbox"/> Slurred | <input type="checkbox"/> Familiar |
| <input type="checkbox"/> Whispered | |

If voice was familiar, whom did it sound like?

BACKGROUND SOUNDS:

- | | |
|---|--|
| <input type="checkbox"/> Street Noises | <input type="checkbox"/> Factory Machinery |
| <input type="checkbox"/> Crockery | <input type="checkbox"/> Animal Noises |
| <input type="checkbox"/> Voices | <input type="checkbox"/> Clear |
| <input type="checkbox"/> PA System | <input type="checkbox"/> Static |
| <input type="checkbox"/> Music | <input type="checkbox"/> Local |
| <input type="checkbox"/> House Noises | <input type="checkbox"/> Long Distance |
| <input type="checkbox"/> Motor | <input type="checkbox"/> Cellular Phone |
| <input type="checkbox"/> Office Machinery | <input type="checkbox"/> Other |

THREAT LANGUAGE:

- | | |
|---|-------------------------------------|
| <input type="checkbox"/> Well Spoken | <input type="checkbox"/> Incoherent |
| <input type="checkbox"/> Foul | <input type="checkbox"/> Taped |
| <input type="checkbox"/> Message read by threat maker | |

REMARKS:
