

# Rhode Island School of Design Campus Emergency Operations Plan



March 2018

## **RISD MISSION STATEMENT**

The mission of Rhode Island School of Design, through its college and museum, is to educate its students and the public in the creation and appreciation of works of art and design, to discover and transmit knowledge and to make lasting contributions to a global society through critical thinking, scholarship and innovation.



## FOREWARD

### **Introduction**

It is the goal of Rhode Island School of Design (RISD) to ensure that careful planning, with an emphasis on safety, will help members of the RISD community handle crises and emergencies with appropriate responses. Every member of the RISD community shares responsibility for emergency preparedness and response. It is the responsibility of RISD's leaders to ensure that plans exist, and that they are regularly tested and updated for the community. It is imperative that individual departments participate in and promote emergency management actions within their departments and develop response plans for situations that may develop under their purview, including business continuity plans under the direction of the EOCT.

Since every scenario cannot be predicted, it is the goal of this emergency operations plan to adapt to events as they unfold. The school's response needs to be quick, professional, and supportive to meet the emerging demands of any emergency or crisis situation. The following plan designates areas of responsibility and defines the administrative framework necessary for RISD to respond to emergencies.

This plan, including testing, and timely warning are in compliance with the Higher Education Opportunity Act, Americans with Disabilities Act (ADA), Occupational Safety and Health Administration (OSHA) standards, and the Campus Security Act.

### **Goals**

The primary goals of the RISD Emergency Operations Plan are to:

1. Protect lives, intellectual property and facilities,
2. Minimize the impact of emergencies and disasters,
3. Maximize the effectiveness of the campus in responding to inevitable occurrences.
4. Provide for the continuity of campus operations in pursuit of RISD's mission.



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## BASE PLAN

### **About RISD**

Rhode Island School of Design (RISD) is a private, nonprofit college founded in Providence, RI in 1877. Approximately 2,500 students from around the world are engaged in liberal arts studies and rigorous studio-based learning at RISD. Each year more than 5,800 children and adults also access our specialized studio facilities through RISD Continuing Education courses. Rhode Island School of Design also employs approximately 1,100 faculty and staff members.

RISD is located predominantly on the east side of Providence, with some academic and residence life buildings in downtown Providence. The college also has a property located in Barrington, Rhode Island. This property, called Tillinghast Farm, is used primarily for academic programs.

RISD Global supports global learning opportunities around the world, including such programs as RISD in Rome: European Honors Program (EHP), Wintersession travel courses, and RISD in the World: Exchange Program with partner schools in 26 countries, including the United States and Canada.

This Emergency Operations Plan seeks to protect our entire community from emergencies and disasters, while they teach and learn on or off campus.



## **Hazard Analysis**

The Emergency Operations Plan applies to any hazard that has the potential to disrupt the day-to-day operations of the college. The following list of hazards have been identified as the most likely to impact RISD, according to past history of the Providence area and threats unique to colleges and universities:

- Hurricane
- Severe Winter Storm
- Infectious Disease Outbreak
- Utility Failure
- Flooding
- Fire
- Active Shooter/Threat
- Chemical Spill
- Data Breach

## **Vulnerability Analysis**

### **Physical Vulnerabilities**

Due to RISD's location close to the Providence River and its tributaries, several campus buildings are vulnerable to flooding.

RISD's campus is largely comprised of historic buildings constructed in the early 20th century. These historic buildings may be less able to withstand hazardous weather conditions than newer buildings.

RISD employs many faculty members who commute from New York City and the greater Boston area on a regular basis. Following a disaster that has damaged infrastructure in the greater New England region, many faculty may be unable to travel until transportation routes have been restored.

RISD's geographical location also makes it vulnerable to certain weather conditions. The New England region regularly experiences cold and snowy winters. Additionally, its proximity to the coast makes the campus vulnerable to hurricanes.

### **Social Vulnerabilities**

RISD is a residential campus and a close knit community. The majority of our students live, study, and socialize on campus, and in the event of an emergency would rely on the college for food and shelter.

International students account for approximately 33% of RISD's student population. These students are potentially more vulnerable to disasters because of cultural differences and language



barriers. RISD also draws a significant number of students from out-of-state. Both out-of-state and international students may lack an established support network in the Providence area and familiarity with disaster response, and therefore will require extra support from the college during and after a hazard event.

### **Economic Vulnerabilities**

Rhode Island School of Design is a tuition-dependent college that relies on student tuition, room, and board revenue streams to provide 87% of its annual revenue. Unlike colleges that have large endowments that can be utilized to mitigate the impact of short term revenue disruptions, tuition-dependent schools like RISD have a greater reliance on current revenue to meet financial obligations. For this reason, the college is vulnerable to anything that impacts its ability to teach, house, or otherwise provide for the needs of RISD students.

In particular, RISD is uniquely vulnerable to any disaster that would prevent the ability to access or utilize specialized shops and studios. Many of these academic spaces have been customized to meet the needs of their department, and cannot be easily replicated or replaced.

The college also owns 8 buildings and 3 parking lots that are used as commercial rental property. There are close to 60 small businesses occupying these spaces. Though they are ultimately responsible for their own recovery, these businesses will rely on RISD to assure the safety and accessibility of campus properties before they can restore their usual operations. It is likely that in a major disaster affecting downtown Providence many of these small businesses would not recover without considerable support from the college.





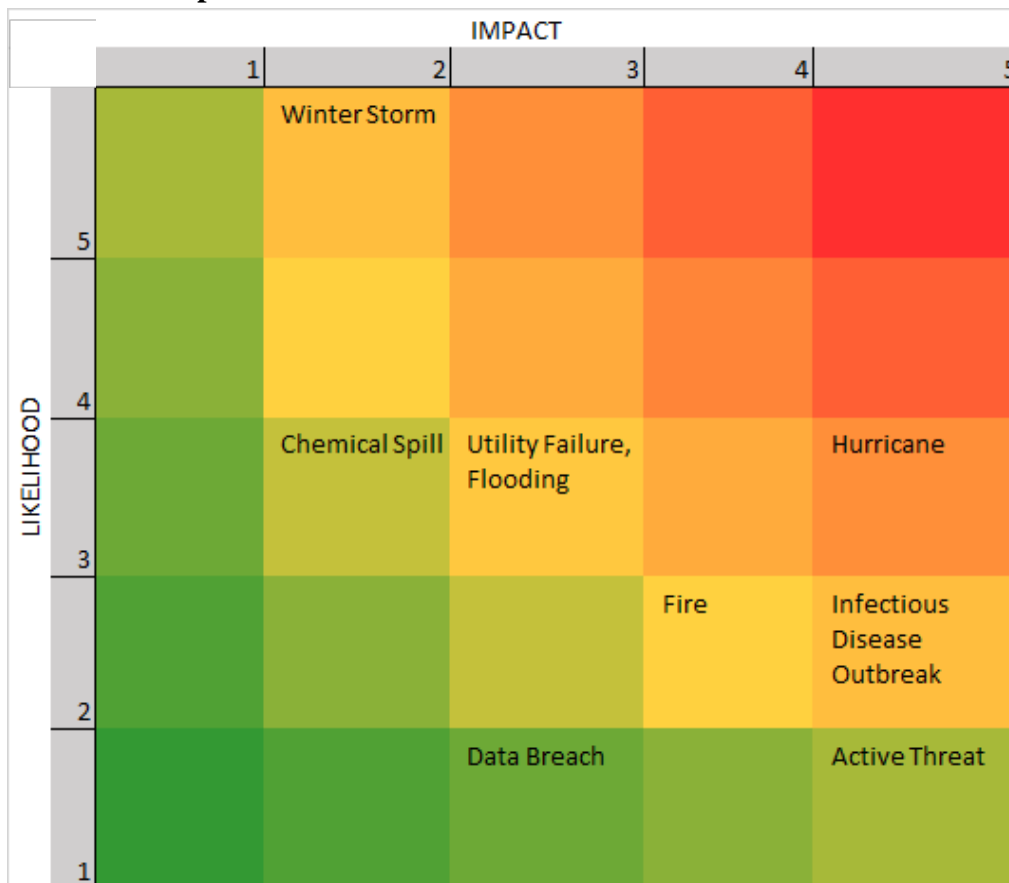
## Risk Assessment

Risk is a measurement of the likelihood of a hazard event, and can be thought of as the following equation:

$$\text{Hazard} + \text{Vulnerability} + \text{Likelihood} = \text{Risk}$$

In order to prioritize the potential hazards, each was ranked on a scale of 1 to 5 for both Impact and Likelihood, and then placed accordingly on the heat map below. Hazards closer to the top right corner of the heat map (in red and orange) are considered higher priority than those closer to the lower left corner of the map (in yellow and green).

### Risk Heat Map



This map assesses the impact of the hazards most likely to affect RISD's campus, but does not include all potential hazards. RISD's EOCT continuously works to identify and assess emerging risks. As new risks and hazards are recognized the committee will implement mitigation and response plans accordingly.



## **Plan Testing**

In order to build a community of employees prepared to respond to a disaster, RISD provides training opportunities, facilitates drills and exercises, and asks that managers support and encourage participation in these events. In particular, RISD expects EOCT members and senior leadership to participate in drills and exercises. RISD also provides training opportunities for risdREADY and Volunteer Task Force (VTF) members and the campus community on a regular basis.

## **Training**

Active Shooter (Threat) Response Training - RISD offers ALICE Training provided by the Public Safety department and EOCT. This training is available to staff, faculty, and students. Training is offered during open enrollment sessions and Safety Day each year; it can also be conducted at the request of any department or group on campus.

Red Cross First Aid, CPR, and AED training - The Department of Public Safety offers American Red Cross classes, including First Aid, CPR, and AED. These trainings are offered monthly and free of charge to students, staff and faculty.

## **Drills**

Evacuation/Fire Drills - Fire Drills are held in every residential building on campus multiple times per year. The Environmental Health and Safety Department conducts four drills per year at Charles Landing, RISD's off campus housing. They conduct three drills per calendar year at 15 West and the Quad, and the outer houses have drills at least twice per year.

It is the goal of the Fire & Life Safety Committee with the support of the Emergency Operations Command Team and risdREADY to conduct fire drills in at least three academic and administrative buildings per year.

Call Center Drills - At least once per calendar year a drill will be held to practice setup and takedown of the call center in 123 Dyer. The drills will include EOCT and VTF members.

## **Exercises**

RISD develops a minimum of one discussion-based tabletop exercise per year. These exercises include the members of the EOCT and backups as needed. In addition, exercises may include representatives from other RISD departments who are invited to attend in accordance with the specific functions being tested. Outside agencies that RISD partners with such as the Providence Emergency Management Agency (PEMA), Providence Fire, Providence Police, local utility companies and local hospitals are also invited to participate in these exercises.



After every exercise, participants and observers conduct a Hot Wash activity to evaluate the strengths and weaknesses of the exercise. The results of this activity are compiled into an After Action Report, including an Improvement Plan that guides future changes to the plan.

### **Plan Maintenance**

In order to ensure the Campus Emergency Operations Plan continues to serve the needs of the community, it is reviewed and revised regularly. This process is guided by the Risk and Emergency Manager. Revision of the Base Plan, Functional Annexes, and the Hazard-Specific Annexes will happen on a 2-year cycle.

During the plan review process, all members of the EOCT are asked to review the plan and submit any updates to the Risk and Emergency Manager. These updates are implemented as appropriate and the revised plan officially adopted and redistributed.

Department-specific plans are reviewed and revised by the responsible manager for that area. These plans should be reviewed at least every 3 years, and updated documents should be sent to the Risk and Emergency Manager.



## **Plan Implementation**

The implementation of this plan is directed by the Chair of the Emergency Operations Command Team (EOCT). The EOCT supports emergency operations, allowing on-scene emergency responders to focus their efforts on providing for the safety of those directly affected. The EOCT is responsible for coordinating the response to an emergency event impacting the campus, deploying campus staff, and making requests to City and State Emergency Management personnel.

The Emergency Operations Center (EOC) is the central command and coordination point for emergency and disaster response. The EOC serves as the centralized facility in which EOCT staff will check in and assume their emergency response responsibilities. The Primary location is Met Room A in the Quad. Backup locations are 156 Benefit Street (What Cheer Garage) 2nd floor conference room, and Providence Washington 4th floor conference room.

### **Activation**

Most incidents that occur on or near campus can be handled by the department that has been affected. However, when it becomes evident that resolution of a situation will require high level, non-routine coordination, Public Safety and/or the EOCT Chair will determine if the EOC should be activated. When the EOC has been activated, Public Safety (or designee) will alert the team. EOCT members, or their backup, should report directly to the EOC.

### **Command Structure**

The organizational structure of the EOCT does not resemble the day-to-day organization of the college. Employees may report to other employees to whom they do not usually have a reporting relationship. Furthermore, as the severity of the emergency changes, an employee's assignment in the EOCT may also change.

EOCT Chair - The EOCT Chair is responsible for the overall direction and guidance of emergency response operations during an emergency. The Chair will be responsible for setting priorities and communicating with senior leadership. The Chair will also assign a representative to work with the On-Site Incident Commander and report real time updates to the EOC.

The Chair will ensure that the Risk & Emergency Manager or designee has informed PEMA upon activation of the EOC, and continues to communicate with them as the situation develops.



For the duration of the incident it will be the responsibility of the Chair to receive updates from EOCT members and disseminate them to the rest of the group, including all changes in priorities as needed.

On-Site Incident Commander - The Incident Commander sets the incident objectives, strategies, and priorities and has overall responsibility for the incident.

If the hazard is contained to the campus, a RISD Public Safety or Facilities employee will work as the On-Site Incident Commander providing real time information back to the EOCT.

If the hazard requires collaboration with outside agencies, such as Providence Fire or Police, the Incident Commander will be a representative from the agency that has jurisdiction over the event. At that time, RISD will identify a representative from the college to work closely with the On-Site Incident Commander to provide support from RISD and continue to report information to the EOCT.

Emergency Operations Command Team - Updates about the incident may flow directly to members of the EOCT from staff, media and other channels. EOCT members will report to the Chair with situational updates and recommended actions.

Once the EOCT Chair has identified the incident priorities, the team can coordinate response and recovery actions. The EOCT includes representatives from the following departments:

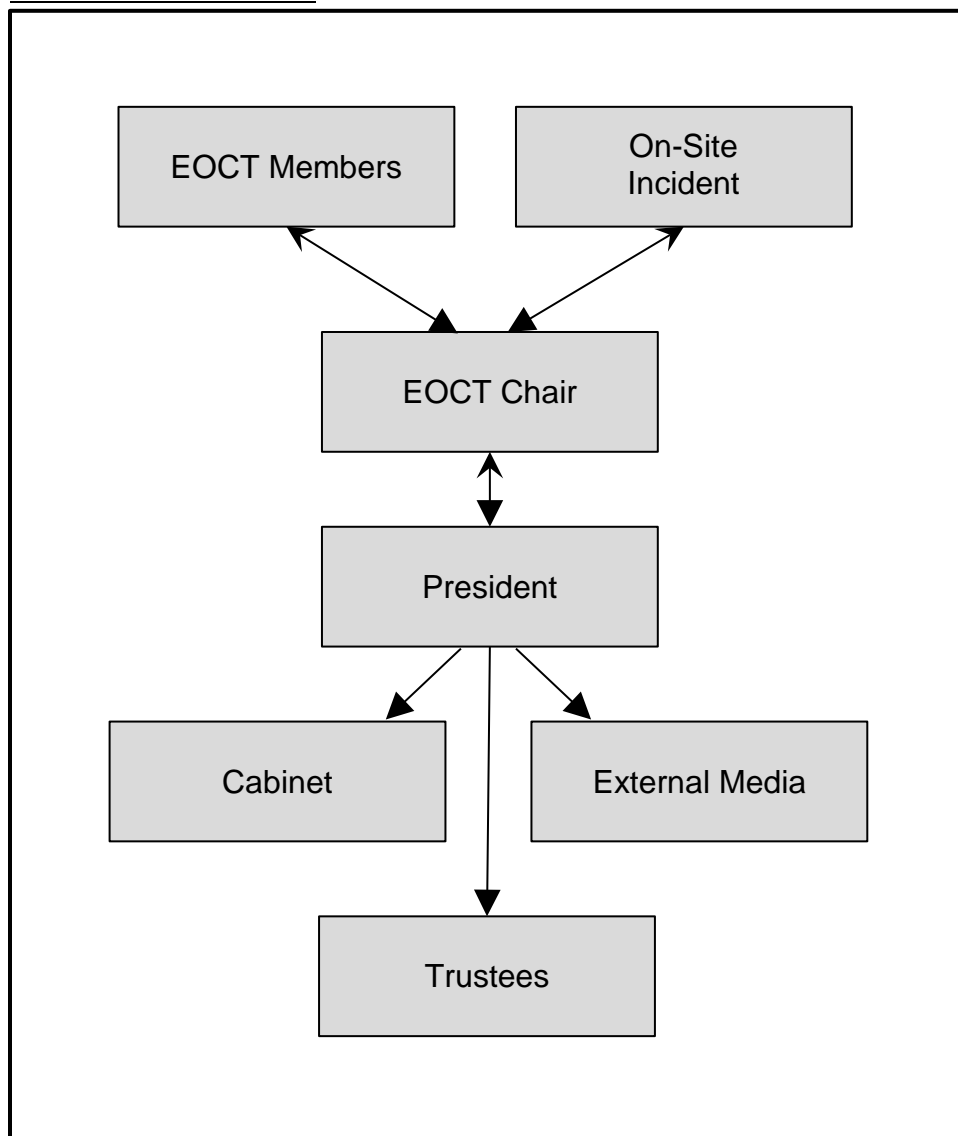
- Facilities (EOCT Chair)
- Finance
- Risk & Emergency Management
- Public Safety
- Residence Life
- Information Technology Services
- Environmental Health & Safety
- Human Resources
- Academic Affairs
- Media (Communications & Public Relations)
- Museum
- Student Affairs
- Dining and Retail
- Continuing Education
- Title IX



RISD Senior Leadership (President, Cabinet, and Trustees) - Situational updates will go to the President from the EOCT Chair. The President will then communicate with the Cabinet and Trustees. During Level I & II emergencies the EOCT will send communications via the EOCT Listserv which includes all EOCT members and the Cabinet. During Level III & IV emergencies the Chair will communicate with the cabinet in the most effective way possible (phone, text, email, in person.)

The President may be responsible for communicating with the local media. In this case, the EOCT and RISD Media Department will work with the President to prepare statements as needed.

Information Flow Chart



## Emergency Levels

The following 4 levels of emergencies are designed to provide guidelines for communicating a variety of incidents and emergencies that affect RISD. Not every hazard event requires the same degree of response, and each incident will be evaluated on a case-by-case basis.

<p><b>Level 1</b></p>	<p><b>Minor Emergency: Information only, no action required.</b></p> <p>A campus emergency with limited impact that does not affect the overall operation and function of the college. Examples include a minor hazardous materials incident, small fire, or temporary limited power outage. The situation can be handled by department and Public Safety with other departments brought in as needed. Public Safety will gather information from the affected party and share with the EOCT. EOCT members should monitor emails coming into the listserv for updates.</p>
<p><b>Level 2</b></p>	<p><b>Emergency that could affect a large portion of the campus, but does not pose imminent danger: Information provided - take action as appropriate.</b></p> <p>Examples would include a power outage, any system failure (phones, internet, etc.) with an unknown impact to the campus. This would also include a minor storm or flooding or an event such as a protest scheduled to happen on or near campus. Public Safety will gather information from the appropriate source and share with the entire EOCT - it is important to ask the question: Who else needs to know? Each EOCT member will take action as appropriate. EOCT members should monitor emails coming into the listserv for updates.</p>
<p><b>Level 3</b></p>	<p><b>Major Emergency: Information provided - response required.</b></p> <p>A local emergency that has disrupted or may potentially disrupt significant operation of the college or adversely impact a major population of the community. Public Safety will notify the EOCT; the Chair will decide where to convene the group. The College Emergency Communication Plan will be implemented. Examples include serious crimes on campus, major fires, death(s), or partial infrastructure failure.</p>
<p><b>Level 4</b></p>	<p><b>Campus wide: Imminent danger on campus - respond in person ASAP.</b></p> <p>A community-wide emergency that will disrupt the operations of the College and involves major damage, systems failure or imminent danger to our community. Disasters impact not only the college, but possibly the surrounding community and beyond. EOCT will be mobilized and convene in the EOC. The College Emergency Communication Plan will be implemented. Examples include tornadoes, widespread extended power outages, severe natural disasters, serious acts of terrorism, chemical spills, or active shooters.</p>



### **Role of Faculty and Staff**

Every member of the faculty and staff should read and understand the emergency procedures poster. They should know localized department emergency plans and business continuity plans, and familiarize themselves with building evacuation routes. Employees must be prepared to assess situations quickly and thoroughly, and use common sense in determining a course of action. They should follow emergency procedures to report injuries or other emergencies to Public Safety that require immediate attention, establish contact with their risdREADY volunteer, and evacuate the building to pre-designated assembly areas in an orderly manner when necessary. Staff and faculty are seen as leaders by students and should be prepared to direct their students to assembly areas in the event of an emergency.

### **Role of Students**

Every student should familiarize themselves with the emergency procedures and evacuation routes in buildings they live in or use frequently. Students should be prepared to assess situations quickly and thoroughly, and use common sense in determining a course of action. They should evacuate to assembly areas in an orderly manner when an alarm sounds or when directed to do so by emergency personnel or RISD!Alert. Students should update their contact information via WebAdvisor any time it changes to ensure they will receive emergency notifications.

Students should contact Public Safety if they are interested in any additional personal safety or emergency response training.





## FUNCTIONAL AREAS

### **Threat Detection and Monitoring**

Lead Department: Public Safety

Public Safety has a 24 hour presence patrolling the campus on foot, on bicycles and in distinctively marked cruisers. During 3rd shift (11pm-7am), officers also patrol academic buildings. Public Safety has cameras positioned in and around campus buildings and the video can be examined whenever necessary. If a threat or hazard is identified, officers work with outside agencies to respond.

If a staff or faculty member, on or off campus, becomes aware of an emerging hazard event, they are responsible for reporting the situation to Public Safety as soon as possible.

Staff members from Risk Management, Public Safety, Facilities, and Media are subscribed to the Brown University alert system and will receive BrownAlert notifications if one is sent out. Additionally, all ECOT members are encouraged to sign up for CodeRED emergency notifications that will be sent by Providence Emergency Management Agency in the event of an emergency.

Media Department monitors social media accounts.

### **Emergency Teams**

Specific hazards will be monitored by the team created to handle them. These teams include:

International Incident Response Team (IIRT) – This team is responsible for responding to incidents and monitoring potential threats overseas where our students and faculty will be traveling. They work closely with third party providers to keep track of fast moving security events and long term risk trends. They are provided with strategic country assessments when necessary and will receive 24/7/365 real-time alerts and assistance when a threat is imminent.

Technology Incident Response Team (TIRT) – The TIRT responds to technology security issues. The response can vary, depending upon the severity of the event, the risk of further or additional damage, and the type of coordination and notification required. In the event of a technology security incident the TIRT will work in coordination with the EOCT.



## **Communication**

Lead Departments: Media/Public Safety

### **Population Warning**

In communicating during emergency situations, RISD's objective is to communicate facts as quickly as possible while ensuring accuracy, and regularly update information as circumstances warrant. The primary way RISD does this is through the RISD!Alerts emergency notification system, which can send information to students, faculty, staff and family members (for whom RISD has contact information) via phone, email and/or text messaging.

RISD Public Safety and RISD Media Group are the only departments authorized to distribute RISD!Alerts. Within Public Safety, the Chief, the Lieutenants and the Sergeants have all been trained and authorized to send RISD!Alerts. In an effort to provide timely warnings, all users of the RISD!Alert system have been given the authority to send alerts without prior approval from senior leadership.

Once a RISD!Alert has been sent out, the Media Group will communicate timely and accurate information to all constituent groups first and foremost via posts on [emergency.risd.edu](http://emergency.risd.edu). The RISD.edu homepage, the institution's social media accounts, and RISD!Alerts will direct visitors to [emergency.risd.edu](http://emergency.risd.edu) for the latest updates.

A RISD!Alert automatically convenes the EOCT. The team will convene in person when it is safe to do so, or via a conference line. After the EOCT is convened, follow-up information sent through RISD!Alerts will be guided by the EOCT Chair.

Every building on campus is equipped with fire life safety systems including: fire alarm panels, smoke and fire detectors, emergency lighting devices and fire extinguishers. In the event of a fire, emergency alarms will sound and emergency lighting will help guide people out of the building.

### **Public Information**

Media will coordinate all communication with external partners. When departments need to send a message to the campus or external partners, the EOCT will approve the message after Media has reviewed and made appropriate edits.

### **Communication Infrastructure**

Effective communication during an incident will be facilitated through the use of the following technology:



Listserv – The listserv includes EOCT members, Senior Leadership, and other RISD stakeholders. The listserv will be utilized when convening the EOCT in person is unnecessary or too difficult, or when information needs to be shared more broadly.

Radios – Public Safety has 800MHz radios, which can communicate with Providence Police and Providence Fire. Facilities also has radios on a separate frequency. Public Safety and Facilities can communicate through use of the Base Station. Radios are generally assigned to specific individuals, however, there are approximately 6 spare radios for use by the EOCT.

RISD!Alert – Alert messages can be sent by an authorized individual through any desktop computer. The entire system (all users) is tested once per year, and tested with a small number of employees bi-weekly.

## **Evacuation**

Lead Departments: Public Safety/Residence Life

### **Building Evacuation and Relocation**

In the case of a fire or other emergency that requires all occupants to immediately leave a building or area, evacuation will be signaled by the internal building alarm, a RISD!Alert, or by the direction of emergency personnel on scene.

Building evacuation plans have been developed for all facilities at RISD and can be found posted on every floor or online at [info.risd.edu](http://info.risd.edu) under Facilities: Fire/Life Safety. Maps showing a means of egress can also be found on the back of every dorm room door, or main exit door to a dorm suite.

If a building is evacuated, occupants need to follow the direction of first responders and Public Safety for immediate response. Public Safety and Facilities will coordinate any required relocation.

If a fire or other incident makes a building or area unsafe to re-enter for a significant period of time, students, faculty, staff and /or visitors will be directed to a temporary shelter for support (food, information, shelter, medical attention, etc.).

### **Campus Evacuation**

For most incidents that could impact RISD's campus, shelter in place or campus closure will be enough. However, in the event of a natural disaster large enough that an evacuation of the entire campus is required, the EOCT will coordinate this effort, under the direction of the city



The EOCT will begin this process by providing notification to all students, staff and faculty of the evacuation. Adequate time will be given to allow as many community members as possible to make their own travel and accommodation arrangements. The EOCT will make plans for anyone unable to evacuate on their own and will coordinate safe accommodation with local shelters. A notice will go out to all community members when it is safe to return to campus.

## **Sheltering**

Lead Department: Risk Management

In emergency situations where the risk is outside, such as severe weather, an airborne toxin, or a shooter on campus, it is important for people to stay where they are and minimize their exposure. In these circumstances, shelter in place or lockdown will be required.

### **Shelter in Place**

Shelter in Place will be signaled by a RISD!Alert to the campus community when the threat outside is weather or chemical related. Upon Shelter-in-Place alert, students, faculty and staff who are not already indoors should immediately enter the nearest building and follow instructions from RISD!Alert. The college will disseminate all-clear information as soon as it is available. This information will be provided through RISD!Alert and via the emergency website.

### **Lockdown**

When the dangerous situation outside is criminal activity, such as a dangerous person on campus, people will be notified that the campus is in lockdown. When the campus is in lockdown people may exit buildings but all card access will be turned off except for emergency personnel. An all clear message will be sent via RISD!Alert when the situation has been neutralized.

## **Impact Zone Access Control and Security**

Lead Department: Public Safety

If a hazard requires that people are kept out of an impact zone, Public Safety is responsible for managing the perimeter on any area that is college property. Streets or other city property areas are the jurisdiction of the Providence Police Department, and any perimeter that includes these areas will require coordination between the two organizations.

Every campus building is controlled by card access. Cards are made available to students, staff, faculty, and occasionally for vendors or contractors on a short-term basis. In an emergency, access can be temporarily restricted by building or to essential staff only.



## **Damage Assessment**

Lead Department: Facilities

In the event that an incident causes major losses, the Facilities department will assess damage to the campus and report this information to the Risk Manager. In case of a fire or crime scene, the Fire Department or Providence Police will need to complete an investigation before RISD employees are allowed to access the building or area. Additionally, building damage may require a structural engineer to check the building before RISD employees can complete a damage assessment.

In most cases, an adjuster from the property insurance carrier will be on site to assist with the assessment. However, remediation and safety measures will begin even if a full assessment cannot be completed by the adjuster in advance.

Facilities will also track all costs associated with remediation. Risk Management will work with the insurance carriers and/or FEMA for reimbursement.

## **Medical or Health Emergencies**

Lead Department: Public Safety

All Public Safety Officers are licensed EMTs and work closely with Health Services to provide on scene assessment of health and medical emergencies. Health Services can only accommodate a limited number of patients at any one time. As a result, they have established relationships with local hospitals and the Department of Health to assist in the event of a medical emergency on campus that affects a large number of people.

Public Safety and Health Services will work with local first responders to transport victims when necessary. Additionally, joint exercises have identified that in a mass casualty event the Providence Emergency Management Agency can support RISD with the use of mobile triage centers. The Emergency Manager or designee will coordinate with PEMA.

## **Volunteer Task Force**

The Volunteer Task Force was created to manage the needs of groups who may be present on campus during an emergency response. This may include First Responders, students, parents, staff, and media, among others.

The Volunteer Task Force will operate independently from EOCT. However, their direction and priorities will be guided by the EOCT needs. If the VTF members identify needs that EOCT may



not be aware of they will communicate with EOCT prior to taking action to prevent duplication of efforts.

The VTF will also be responsible for guiding the activities of the risdREADY group during an emergency. risdREADY is a voluntary program that allows employees to be part of emergency preparedness and response on campus. Volunteers attend emergency preparedness training and act as points of reference for their fellow employees.

The Primary purpose of the risdREADY program is to provide in-depth training to a group that can then bring the information back to their departments – making it possible to reach more members of our community, but they will also act as volunteers aiding response efforts during an emergency.

### **Call Center**

A call center is located on the 4th floor of 123 Dyer Street and will be activated for events on campus that will likely require. Activation and staffing of the call center will be managed by the Volunteer Task Force and risdREADY.

### **Disability Services**

The office of Disability Support Services (DSS) assists RISD students who have cognitive (learning), psychological and physical disabilities. In order to receive accommodations, students must be registered with the Office of Disability Support Services.

Students who may need special accommodations in a disaster should contact the Office of DSS, and employees should contact Human Resources.



## HAZARD-SPECIFIC ANNEXES

Hazard specific annexes have been developed by the RISD Museum and Fleet Library. For more information on those plans please contact them directly.

There are also more specific emergency plans & procedures that can be found at [emergency.risd.edu](http://emergency.risd.edu).

