

# **Campus Safety Manual**

**Marion Military Institute**  
**Marion, Alabama**

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**PART I**  
**SAFETY PLANNING AND THREAT**  
**ASSESSMENT**

# Introduction

The maintenance of a healthy, safe campus is the first prerequisite to achieving the Marion Military Institute vision of establishing a world-class center for excellence in the ACCS. The purpose of the *Campus Safety Manual* is to identify threats and vulnerabilities to the health and safety of the MMI campus community; to establish institutional awareness, education, and training throughout the campus community relative to those threats and vulnerabilities; to provide specific procedures and policies to prevent and deter crisis events to the greatest extent possible; to respond effectively when crisis events occur; and to ensure necessary follow-up actions after crisis events occur. The *Campus Safety Manual* incorporates those policies relevant to campus safety and student welfare directed by Policy Series 200, 500, and 800 of the Alabama Community College System (ACCS) and the Chancellor of the ACCS. The *Campus Safety Manual* is reviewed and modified as required by the Commandant of Cadets (or the Commandant's Appointee), and the Chief of Campus Safety and Security.

The *Campus Safety Manual* is divided into three parts. **Part I: Safety Planning and Threat Assessment** is a discussion of those threats and vulnerabilities that concern educational institutions in general and MMI in particular. It informs the MMI community of the safeguards and procedures established to prevent and deter crisis events, and it provides techniques for detecting threats and vulnerabilities. **Part II: Crisis Action Plan** provides detailed procedures and actions during specific crisis events. Part II is intended to be used as an immediate action, standing operating procedure (SOP) during crises. **Part III: Crisis Action Follow-Up Procedures** provides short-term and long-term actions to be taken to restore health, safety, and normality to campus; to analyze the effectiveness of our crisis response; and to minimize the long-term after-effects on individuals and recruiting.

## Safety Organization

**President.** As the CEO of the institution responsible to the ACCS and the Chancellor of the the ACCS for the health and safety of the campus community, the President is ultimately responsible for planning, education and training, response, and follow-up activities before, during, and after any disaster that may befall the school and its community. The President establishes the crisis management organization, appoints personnel, and assigns responsibilities for disaster planning, response, and follow-up. The President determines guidelines for the notification and use of agencies external to the institution, and serves as the chief public relations officer during and after crisis management.

**Campus Safety Committee.** The Campus Safety Committee is established by the President and listed as a standing committee of the institute in the *MMI Faculty and Staff*

*Handbook.* The Campus Safety Committee is responsible for reviewing all aspects of the health, safety, and welfare of the campus community; and recommends procedures, regulations, facility modifications, and equipment to ensure the health, safety, and welfare of the campus community and visitors. The committee meets annually each semester to review campus safety issues. The committee chairperson may call additional meetings as required. Minutes of committee meetings are forwarded to the President. The Director of Institutional Research maintains copies of minutes. The Campus Safety Committee is also responsible for approval of the *Campus Safety Manual*.

Members: Vice President for Student Affairs and Commandant of Cadets (Chair) (short title: Commandant of Cadets).  
Superintendent of Buildings and Grounds  
Chief, Campus Safety and Security  
Athletic Director  
Chief Academic Officer  
Cadet Representative (as applicable)

**Commandant of Cadets.** The Commandant of Cadets is the primary officer responsible to the President for the health, safety, and welfare of the campus community, with particular focus on the Corps of Cadets. Because the Commandant is responsible for a majority of the human resources concerned with good order and discipline, and engaged in the development and implementation of the *Campus Safety Manual*, he or she chairs the Campus Safety Committee. It is the Commandant's responsibility to collaborate with all other campus entities through the Campus Safety Committee to establish and review detailed plans and procedures for crisis prevention, management, and follow-up. The Commandant will assume operational control of assets and reports to the President, who has ultimate responsibility for all actions taken.

**Chief, Campus Safety and Security.** The Chief, Campus Safety and Security reports to the Commandant of Cadets and is responsible for maintaining campus security. The Chief, Campus Safety and Security is concerned with issues of good order, security, and discipline, with specific focus on matters related to law enforcement and criminal activity. He, or she, is a law enforcement officer certified by a local criminal justice authority, and is the primary interface with external law enforcement agencies. Specific responsibilities of the Chief, Campus Safety and Security include, but are not limited to, analyzing threats to the campus community; recommending surveillance and security systems and methods; investigating criminal activity on campus; enforcing motor vehicle regulations, parking, and traffic signage; and serving as a "first responder" to crisis events on campus.

**Faculty and Staff.** All members of the faculty and staff have primary responsibilities for the health, safety, and welfare of cadets, coworkers, and visitors to MMI. Instructors,

coaches, and cadet supervisory personnel, especially those who serve as company trainers, advisors, counselors (TAC) officers, are among those most aware of the campus environment. Vigilance with respect to threats and vulnerabilities is essential. Early detection of potential hazards is the best defense against crisis situations.

**Corps of Cadets.** Unique to MMI within the Alabama College System is the close, interactive relationship of all cadets required by military school activities such as inspections, close order drill, and compulsory athletics. The leadership structure (chain of command) within the Corps of Cadets, and the development and mentoring of cadet leaders, mandated by the MMI mission statement, provides unique opportunities for peer monitoring and counseling. Accordingly, cadet leaders are charged with a portion of the responsibility for good order and discipline within the ranks of the Corps. Early identification of potentially hazardous conditions in the barracks, and concern for high-risk individuals is expected to minimize the institute's vulnerability to students who may possess or could develop dangerous behavioral disorders.

**Campus Emergency Response Team (CERT).** The Campus Emergency Response Team is responsible for conducting crisis management during a crisis event. The team is led by the President and is comprised of the Executive Vice President, the Commandant of Cadets, the Campus Safety Chief, the Chief Instructional Officer, the Chief Financial Officer, the Superintendent of Buildings and Grounds, the Director of Information Technology, and the Public Information Officer. Other staff or faculty members may be added depending on the nature of each crisis. The CERT is responsible for executing the procedures set forth in **Part II: Crisis Action Plan** of this manual, and for making timely decisions and taking timely actions to safeguard the campus community, and to minimize the adverse effects of crises.

## **Policies of the ACCS Relative to Campus Safety**

**Policy 211.01: College Closings.** When an institution is required to close due to inclement weather or other unforeseen emergencies, the President must immediately notify the Chancellor and submit a plan for making up the lost instructional days in the event that the minimum calendar as prescribed by the State Board of Education is not met.

**Policy 219. 01: Violence Threat Response.**

1. It is the intent of the ACCS to provide a safe workplace and a safe educational environment, free of acts or threatened acts of violence, including hostile behavior, physical or verbal abuse, or possession of weapons or dangerous materials of any kind on System property or while conducting System business against employees, contractors, students, visitors, or anyone else. This policy provides a planning and immediate response to such incidents. Violence or threats of violence will not be tolerated.

2. Third Party Influences. Contractors, students, and/or visitors purposefully threatening the safety of others on System premises may be subject to immediate removal from the premises and/or prosecution under the law. Students may also be subject to disciplinary procedures under the institution's student disciplinary code.

3. Employees. To ensure both the safe and efficient operations, the ACCS expects and requires all System employees to display common courtesy and engage in safe and appropriate behavior on the job at all times. Any involvement in acts of violence, including hostile behavior, physical or verbal abuse, or possession of weapons or dangerous materials of any kind is considered unacceptable behavior that violates this standard of appropriate behavior in the workplace and in the educational environment.

Employees are responsible for their conduct on System premises, whether they are on or off duty. ACCS policies and institutional rules of conduct and behavior expectations also apply when employees are traveling on System business as well as any time employees are working for or are representing the System away from the premises.

4. System institutions will promptly investigate any physical or verbal altercation, threats of violence, or other conduct by employees that threaten the health or safety of other employees or students or the public or otherwise might involve a breach of or departure from the conduct of standards in this policy. A search of property may be conducted, under appropriate circumstances. All incidents of physical altercation or threats of violence are treated as gross misconduct and will result in disciplinary action up to and including termination of employment for employees and disciplinary action up to and including expulsion for students.

5. Retaliation in any form against an individual who exercises his or her right to make a complaint under this policy, or who provides information in the investigation of a complaint, is strictly prohibited and will result in appropriate disciplinary action up to and including termination of employment for employees and appropriate disciplinary action to include expulsion for students.

6. The Chancellor, ACCS, may issue appropriate additional guidelines and procedures for implementation of this policy.

**Policy 510.01: Safety and Security.** Each institution shall provide a safe environment for students, faculty, staff, and others campus visitors. A person who is not a student, officer, or employee of the institution, who is not authorized by employment or by status as a student of the institution to be on the campus or at any other facility owned, operated, or controlled by the governing board of the institution, or who does not have legitimate business on the campus or facility, or any other authorization, license, or



invitation to enter or remain at the facility, or anyone who is committing any act tending to interfere with the normal, orderly, peaceful, or efficient conduct of activities of such facility, may be directed by an official of the institution to leave the campus or facility. If the person fails to do so, trespass charges may be made by the institution through the appropriate local law enforcement agency or court.

**Policy 511.01 Firearms on Campus.** Firearms are prohibited on campus or on any other facility operated by the institution. Exceptions to this policy are:

Law enforcement officers legally authorized to carry such weapons who are officially enrolled in classes or are acting in the performance of their duties or an institutional program in which firearms are required equipment.

**Policy 808.01: Student Safety.** Each institution is required to have a campus safety committee which will assure appropriate health and safety standards are maintained and that the appropriate federal and state statutes are observed. Periodic review is required.

Notification of Law Enforcement. Under Alabama law any staff or faculty member who has reasonable cause to believe that a student has committed a criminal act upon school property, or any school function, has a duty to report those circumstances to appropriate school administration officials. Confirmation by school officials of a criminal act are to be reported to appropriate law enforcement officials. Acts that should be reported to law enforcement agencies under Alabama law include aggravated battery, carrying deadly weapons at public gatherings, possession/use/sale/transfer of controlled substances and illegal drugs, and sexual offenses.

## **Threats and Vulnerabilities**

Potential threats to the health, safety, and welfare of the MMI campus community come in many forms. Part I will identify those threats, analyze the institute's vulnerability to each, discuss detection and prevention methods to each, and establish general awareness of health and safety concerns. Specific procedures for each type of crisis event will be detailed in **Part II: Crisis Action Plan**.

### **Serious Accidents and Injuries.**

Likelihood of Occurrence: **Low**

Discussion. Injuries and accidents within the population of any college campus are inevitable. Cadets participating in athletic competition, military training events, and traveling extensively on secondary highways to and from campus are at risk of injury and

accident. Faculty and staff personnel and contractors on campus are subject to the normal risks of industrial/construction/maintenance settings. However, the maintenance of proper facilities and equipment, awareness education, and the acceptance of personal responsibility will measurably reduce the occurrence of accidents and injuries.

Prevention Strategies. Motor vehicle accidents are probably the most common cause of serious and fatal accidents in the MMI population. Techniques, proven at most military installations, to minimize the number of occurrences of motor vehicle accidents among young adults include: Safety presentations by leadership presented prior to long weekends and/or holidays; harsh penalties for serious violations of motor vehicle regulations, particularly involving alcohol; and periodic safety inspections of personally owned vehicles (POV) whether or not required by the state of registration. The Commandant of Cadets, through his staff and cadet leadership, should ensure such techniques are employed. The Chief, Campus Safety and Security should monitor local highway and traffic conditions, and make recommendations relative to safe travel on and off campus.

Athletic and training injuries can be minimized through the presence of appropriate supervision during events, the frequent inspection and maintenance of athletic and training equipment and facilities, professional instruction in proper techniques, and the maintenance of individual conditioning and fitness. Coaches, military training instructors, and buildings and grounds personnel have responsibilities in these areas.

Industrial/construction/maintenance accidents are usually the result of the failure of personnel to observe proper safety procedures, or to use proper safety equipment. Supervisory personnel throughout the workforce and instructors in laboratories are required to ensure the proper use of safety equipment and techniques by all personnel. Additionally, Buildings and grounds supervisors are expected to monitor the activities of externally sourced contractors and to report violations and potentially hazardous conditions to the Vice President for Finance and Business Affairs.

## **Disease Epidemics.**

### Likelihood of Occurrence. **Med**

Discussion. Due to the onset of COVID-19 disease epidemics are far more likely than they were before. MMI's mitigation procedures have been very effective at keeping the likelihood of occurrence on campus far less than at any other state schools, however.

Prevention Strategies. The Director of Health Services, in coordination with the Commandant of Cadets, is the primary officer responsible for monitoring and implementing disease control efforts. The Director of Health Services is expected to maintain frequent communications with local health services to forecast potential disease epidemics. Routine opportunities for inoculation of the MMI population for COVID-19 are offered. Vaccinating against, seasonal flu, and other diseases determined to be viable threats, is considered a prudent preventive measure. Periodic health inspections of dining facilities, food services, and barracks are required.

Barracks supervisory personnel, particularly training, advisor, counselor (TAC) officers, with the assistance of cadet leadership and the Director of Health Services, will ensure that cadets are educated in the procedures and regulations for maintaining a healthy barracks environment, with respect to cleanliness and food consumption in cadet rooms.

## **Structural Fire**

### Likelihood of Occurrence. **Low**

Discussion. Fire is always a risk in public buildings and living quarters. Fires have destroyed, or seriously damaged, several barracks at MMI over its long history. Modern heating and electrical systems have reduced the threat of fire, but constant vigilance and fire prevention regulations are still essential.

Prevention Strategies. The Commandant of Cadets, in collaboration with the Superintendent of Buildings and Grounds, is responsible for providing fire evacuation plans, fire alert/extinguishing systems, and rapid communication methods in the event of a structural fire in a campus building. All buildings should be inspected by qualified firefighting personnel, before the commencement of school activities annually. To ensure that every member of the campus community is educated on the proper response to a fire on campus, evacuation diagrams will be posted at appropriate locations and periodic fire drills will be conducted.

The Commandant and his staff, along with cadet leaders, will ensure the enforcement of regulations relative to cooking devices, heaters, and other unauthorized electrical or gas powered devices in the barracks.

## **Hurricanes/Tropical Storms/Tropical Depressions**

### Likelihood of Occurrence. **Moderate - High**

Discussion. Marion, Alabama is in the potential path of tropical storms to include hurricanes generated in the Atlantic Ocean and accelerated by the warm waters of the

Gulf of Mexico. These storms generate extremely high winds and excessive amounts of rain that create a threat to life and property; falling trees and downed high power electrical lines as well as objects propelled by high velocity winds are common. In nearly every incidence of hurricanes, vital utility services have been interrupted, occasionally for days.

The campus community should be familiar with the following terms relative to tropical storm activity:

Tropical Depression – A cyclonic storm with winds less than 39 MPH (62.8 KMPH)

Tropical Storm – A cyclonic storm with winds from 39 to 73 MPH (62.8-117.5 KMPH)

Hurricane – A violent cyclonic storm with winds in excess of 74 MPH (119 KMPH). Hurricanes may spawn tornados especially in their northeast quadrant.

Hurricane Watch – Hurricane may threaten within 24 hours.

Hurricane Warning – Hurricane is expected to strike within 24 hours.

Prevention Strategies. Modern weather forecasting and storm tracking technologies provide some measure of prediction as to the likelihood that a hurricane will reach Marion with sufficient intensity to warrant school closure and evacuation or other precautions. When a hurricane “watch” or “warning” is declared by the National Weather Service for Marion and Perry County, the Campus Emergency Response Team (CERT) will convene to discuss monitoring, tracking, and response options as applicable. Under ACCS Policy 211.01, the President has the authority to terminate class activities and close the school for inclement weather or other unforeseen emergencies. Faculty and staff personnel and commuting cadets may be allowed to return to their homes or directed not to report to school. Essential staff must be available on campus to provide for services and safety of boarding cadets still present on campus. The President may allow boarding cadets to leave campus to travel to safe havens independently, in advance of an imminent hurricane, to reduce the cadet population on campus. The Commandant is the primary officer responsible for formulating contingency plans for the safe harbor or evacuation of cadets unable to provide for their own transportation.

The Superintendent of Buildings and Grounds is responsible for contingency plans for the protection of facilities as appropriate, the securing of loose equipment and objects, the restoration of essential utility services, and the expeditious clean-up and recovery of the campus following a hurricane.

## **Tornados/Severe Thunderstorms**

### Likelihood of Occurrence. **Moderate - High**

Discussion. Tornados and violent weather generated by rapidly moving thunderstorms occur frequently in west-central Alabama from early spring until mid-fall. March, April, May, September, and October fall within the school year and pose the highest threats from the rapid onset of violent weather. Unlike hurricanes, thunderstorm activity, to include tornados, can occur with very little warning.

Prevention Strategies. The Commandant of Cadets and the Superintendent of Buildings and Grounds are responsible for the identification of structures that offer the greatest amount of protection to MMI's faculty, staff, and cadets. Detailed contingency plans for communicating warnings, moving personnel to safe shelters, and accounting for cadets and school employees are presented in **Part II: Crisis Action Plan** of this manual. The Commandant and the Chief, Campus Safety and Security are responsible for implementing systems and procedures to monitor national and local weather service broadcasts, at the earliest indication of severe weather, to provide timely response to "watches" and "warnings" as they are announced.

## **Ice/Snow Storms**

### Likelihood of Occurrence. **Low**

Discussion. Although winters in Marion, Alabama are generally moderate, snow storms and particularly ice-storms have occurred in recent years. Sub-freezing temperatures occur infrequently and for generally short durations. The primary danger to MMI cadets and personnel during snow or ice storms is from hazardous road conditions for motor vehicle travel to and from campus. Additional concerns are related to falling electrical power lines, over-burdened with ice, and the subsequent loss of electrical power.

Prevention Strategies. ACCS Policy 211.01 provides for the Presidents of ACCS institutions to terminate school activities and direct school closures. The Commandant's Staff and the Chief, Campus Safety and Security will closely monitor national and local weather services during impending cold weather, and make recommendations to the President on school closure. Communication methods to the campus community, on and off campus, and procedures for release of commuting cadets and school employees are found in **Part II: Crisis Action Plan**. Additionally, reliable methods for communicating with cadets who have left campus for long weekends must be established to prevent them from trying to return during hazardous road conditions.

The Superintendent of Buildings and Grounds is responsible for maintaining necessary equipment and contingency plans for providing emergency services during interruptions of normal utility systems.

## **Floods**

### Likelihood of Occurrence. **Low**

Discussion. Formerly known as “Muckles Ridge”, Marion, Alabama, is located on high ground several miles from the nearest significant river. Extensive flooding of the campus to the extent that it jeopardizes the safety of the campus community or campus structures is unlikely. The minor flooding of basements and the overflow of sewer systems is possible during hurricanes and extensive rainfalls.

Prevention Strategies. The Superintendent of Buildings and Grounds will determine the potential for buildings with basements to sustain flood damage during extensive rainfall, and provide appropriate prevention and response procedures.

## **Earthquakes**

### Likelihood of Occurrence. **Low – Negligible**

Discussion. The nearest geological formations which could produce seismic activity strong enough to be felt in Marion, Alabama, are the Eastern Tennessee Seismic Zone and the New Madrid Seismic Zone. The Eastern Tennessee Seismic Zone is concentrated just west of the North Carolina border in eastern Tennessee and extends southwest through northwestern Alabama. Records of seismic activity since 1973 show scattered minor earthquakes along a line running from the Alabama/Tennessee/Georgia tri-border area through Alabama into southwestern Mississippi. The quakes closest to Marion occurred near Tuscaloosa and Demopolis and registered less than 4.0 on the Richter scale (considered minor). The New Madrid Seismic Zone is centered in northern Missouri, eastern Tennessee and Kentucky. Although much farther away from Marion, the New Madrid Seismic Zone has the potential to create earthquakes of significantly larger magnitude. It is named for the 8.0 magnitude quake that was centered near New Madrid, Missouri, in 1812. The quake was reportedly felt as far away as New York.

The US Geological Survey Earthquake Hazards Program reports seismic activity around Marion, Alabama, to be unlikely. Significant seismic activity, from either the Eastern Tennessee or the New Madrid Seismic Zones, is not likely to produce earthquakes that would endanger structures or populations in the region.

Prevention Strategies. Due to the unlikelihood of potentially dangerous earthquake activity occurring at MMI, earthquakes will be addressed briefly in **Part II: Crisis Action Plan** and prevention strategies and safety procedures will be consistent with other natural disasters.

## **Hazardous Materials Exposure**

Likelihood of Occurrence. **Low**

Discussion. Marion and MMI are located in a rural area of west-central Alabama. There are no significant industrial activities near campus with large hazardous chemical tanks or storage facilities which could threaten the community with hazardous chemical release discharge plumes. Similarly, the nearest major highway is US 5, a secondary two-way highway unlikely to serve as a transportation artery for large volumes of hazardous materials. There is no longer a railroad near Marion.

Prevention Strategies. The Chief, Campus Safety and Security and Public Relations Officer should be vigilant for the introduction to the community of any industrial activity which could generate a hazardous materials threat. The Superintendent of Building and Grounds will monitor the use of hazardous materials by grounds maintenance personnel and contractors to ensure that proper safety precautions are observed. Procedures are established in **Part II: Crisis Action Plan** for safeguarding cadets and employees and for the expeditious reporting and clean-up of hazardous waste spills or releases on campus.

## **Bomb Threats**

Likelihood of Occurrence. **Low**

Discussion. As with any public school, the possibility of receiving a bomb threat is present. Although many such threats are pranks, each occurrence must be treated as though the threat is valid until determined otherwise.

Prevention Strategies. **Part II: Crisis Action Plan** contains detailed procedures for personnel receiving a bomb threat. Reliable, redundant communication systems must be established to notify the campus community of evacuation, lockdown, or other immediate action procedures. The Chief, Campus Safety and Security is responsible for establishing prearranged notification and response procedures with external law enforcement and other first responder agencies.

Preventative searches and subsequent security of auditoriums or venues where high-profile speakers or guests will attend should be considered on a case-by-case basis. Such

precautions can preclude disruption of the event by establishing a high confidence that any threat would be a hoax.

## **Communicating Personal Threats**

### Likelihood of Occurrence. **Low**

Discussion. Threats of violence are not uncommon in a college age population. The degree of violence communicated in the threat is important in determining the response by supervisory personnel.

Prevention Strategies. The *MMI Honor and Respect Education Program* and the expectations of conduct established by the Commandant of Cadets are attempts to instill mature behavior, conduct, and respect for others throughout the campus community. Academic and military instructors, TAC officers, and cadet leaders all bear responsibilities for detecting inappropriate behavior and identifying individuals who are displaying antisocial behavior. It is essential that serious threats of violence be reported, and that the intent of SBOE Policy 219.01 is followed. Procedures are established in the MMI Staff and Faculty handbook as well as MMI's Cadet manual for faculty, staff and cadets who display unacceptable and threatening behavior. Disciplinary action, up to and including termination of employment, can result from verbal abuse or communication of threats of violence by MMI employees. Students may be dismissed or expelled for conduct which violates MMI rules on conduct.

## **Suspicious Individuals on Campus**

### Likelihood of Occurrence. **Low**

Discussion. MMI is an open campus. It is integrated within the city of Marion and attracts many visitors. Suspicious activity is defined as activity that a prudent person thinks may lead to a breach of safety to one or more individuals or to campus property. Examples of individuals who may constitute such a breach are thieves, sexual predators, and disgruntled former cadets or employees.

Prevention Strategies. The Commandant of Cadets as well as the Chief, Campus Safety and Security is responsible for the oversight of a safe and welcoming environment to live and learn. Vigilance by all personnel to the activity of strangers on campus is important. Individuals, other than recognized law enforcement officers and military department personnel conducting official business, who possess weapons of any sort, should be reported immediately to the Commandant's Office. The entire campus community is informed of proper procedures for reporting of suspicious personnel.



## **Suicide and Threats of Suicide**

### Likelihood of Occurrence: **Low**

Discussion: Incidents of suicide and attempted suicide among the college-age population have become subjects of increasing concern to college administrators and educators. Early intervention and counseling of individuals who develop a propensity to do harm to themselves is essential, but often very difficult to detect. The aftereffects of a suicide within the student population are traumatic and can lead to other attempts.

Prevention Strategies: The close interaction and familiarity between cadets, instructors, coaches, TAC officers, and administrators at MMI is beneficial in the early detection of disturbed individuals. The Commandant is responsible for training TAC officers, cadet leaders, and other supervisory personnel in suicide prevention and detection, and in the timely reporting of incidents of ideation and threats of suicide. The Director of Health Services and Director of Counseling Services are trained professionals prepared to assist in the prevention, intervention, and referral services. The Office of the Commandant maintains a close working relationship with MMI's Director of Counseling Services.

Specific procedures in the event of suicide, attempted suicide, and threats of suicide are addressed in **Part II: Crisis Action Plan**.

## **Fighting**

### Likelihood of Occurrence. **Low**

Discussion. Altercations between young, college-age students occasionally occur. The competitive environment of military schools can, if not properly mentored and supervised, foster intense rivalry among cadets. However, MMI is a relatively small college community, and the close association of cadets with one another; the mentorship of cadet leaders, TAC officers, academic and military instructors, and coaches; and the influence of the MMI Honor and Respect Education Program, provide an environment far more conducive to fostering responsible, mature behavior. Individual altercations may occur, but it is most unlikely that altercations between groups of cadets would develop.

Prevention Strategies. Academic and military instructors, TAC officers, coaches, and cadet leaders must be alert to detect cadets with tendencies for combative behavior. Those counseling cadets must be receptive to detecting the need for professional anger management counseling, and refer cadets to appropriate services, when required.

Combative behavior is addressed in the *Cadet Manual*, and appropriately severe penalties up to and including expulsion can be awarded to perpetrators of assault and fighting, and to those who pose a threat of violence to others.

## **Cadet or Intruder with a Deadly Weapon**

Likelihood of Occurrence. **Low**

Discussion. Historical events, such as the shootings at Columbine High School, Virginia Tech, and Newton, Connecticut, suggest that all college campuses are vulnerable to the acts of one or more deranged individuals. The close association and monitoring of cadets by academic and military instructors, TAC officers, coaches and cadet leaders make it unlikely that a cadet at MMI would develop a dangerous mental disorder without being detected. However, disgruntled former cadets who have been expelled or employees whose employment has been terminated could constitute a potential threat.

Prevention Strategies. All supervisors and leaders throughout the campus community must be receptive to warning signs of mentally disturbed cadets or coworkers. Early intervention by counselors and referral to professional medical personnel is essential. The President has the authority to expel any cadet or terminate employment of any employee who has been determined to constitute a potential threat to others. The Commandant's staff and workforce supervisors should attempt to evaluate the potential for retribution from cadets or employees who have been dismissed from MMI. The President has the authority to bar such individuals from campus and direct the Campus Safety Chief to implement surveillance or alert procedures to prohibit them from returning to the campus.

Reliable, redundant communication systems must be established to alert the entire campus community to an intruder on campus, and to direct the execution of the procedures articulated in **Part II: Crisis Action Plan**.

The Chief, Campus Safety and Security is responsible for ensuring that procedures are established for the timely response by certified law enforcement officers, emergency medical personnel and other appropriate first responders to armed intruders.

## **Hostage Situation**

Likelihood of Occurrence. **Low**

Discussion. Hostage taking may result from failed personal relationships, a deranged intruder, or a criminal fleeing from law enforcement. Hostage recovery is a

sophisticated operation and must be handled by professional law enforcement officers trained in a variety of techniques.

Prevention Strategies. As with the detection of suspicious individuals, vigilance by all personnel to the activity of strangers on campus is important. Any suspicious person should be avoided and reported immediately to the Commandant's Office or the Chief, Campus Safety and Security.

In the event of a hostage situation, the Commandant of Cadets will assume operational control of the campus until law enforcement officials can intervene.

## **General Campus Safety Measures**

**Alert Systems and Emergency Communications.** In the event of a crisis or emergency situation affecting the campus, a rapid, comprehensive communication plan is essential. The requirement for communication in each circumstance is different. The following is a discussion of the alert systems and communication methods available to school officials at MMI.

## **Alert Systems**

City/County Weather Siren – the City of Marion and Perry County maintain weather alert sirens audible throughout the MMI campus. They are activated from the Marion Police Department in the event that a tornado warning has been established in the immediate vicinity, or when a tornado has been sighted.

Megaphones – Hand-held megaphones are available to the Campus Safety Chief, the Commandant, and the CERT to augment PA communications during crisis management. Megaphones are maintained in the Guardhouse.

Regroup --The Regroup system provided for redundancy in emergency notification through text messages, emails, and cellular telephones. The notification system provides faculty, staff, and students' rapid notification, both on and off campus.

## **Communications Systems**

Telephone – The primary method for on-campus and off-campus communications is the traditional telephone system. Telephone communication during crisis management is dependent on the maintenance of comprehensive, up-to-date phone lists for all members of the campus community, as well as community response agencies.

IT Network – The campus e-mail and website posting systems are becoming increasingly effective at providing critical information to the campus community and parents. The maintenance of comprehensive lists of e-mail addresses is essential.

Weather Radios – Emergency weather radios are present in each barracks and at the Guardhouse. The Commandant, Chief, Campus Safety and Security, and all TAC officers have the capability to monitor and track potentially severe weather approaching the campus.

**Immediate Action Procedures.** Most life-threatening crises will require one of the following three immediate actions by the MMI campus community.

**Evacuation.** Depending upon the nature of the emergency, it may be necessary to call for the immediate evacuation of one or more buildings on campus. Since school activities occur in numerous buildings and locations simultaneously, evacuation plans must allow for the selective evacuation of one or more buildings, or the mass evacuation of all buildings. The Commandant, with the assistance of the Chief, Campus Safety and Security and the Superintendent of Buildings and Grounds is responsible for developing detailed evacuation plans for each building on campus, and for posting evacuation

diagrams at appropriate locations. The primary alert signal for the initiation of an evacuation is verbal instructions over the 611 PA telephone system, and the Regroup notification system.

**Lockdown.** Upon the verbal instruction over the 611 PA telephone system and the Regroup notification system that the campus is in **LOCKDOWN**, all faculty and staff members will do the following:

- Lock all doors and windows, cover windows if possible.
- Move all cadets/employees away from doors and windows
- Turn off all lights
- Keep everyone quiet
- Wait for the “All Clear” from the CERT or law enforcement officials as applicable.

During lockdown, personnel are required to remain in place, and follow the instructions of College or law enforcement officials.

**Safe Shelter.** Safe shelter procedures will be executed upon receipt of a warning of impending tornado or violent weather. The Commandant and the Superintendent of Buildings and Grounds are responsible for establishing safe shelter areas in buildings throughout the campus, and posting signs identifying them. The alert signal will be verbal commands over the 611 PA telephone system, and the Regroup notification system. If the Marion weather siren sounds, all personnel should execute the safe shelter procedures without waiting for commands over the 611 PA telephone system or Regroup notification system. Upon alert, all personnel will be directed to move immediately to the nearest safe shelter area. Additional procedures are detailed in **Part II: Crisis Action Procedures**.

**Training.** The Commandant or the Chief, Campus Safety and Security will instruct all faculty and staff members annually on **evacuation, lockdown, and safe shelter** immediate action procedures. The Commandant of Cadets is responsible for instructing all cadets, at the beginning of each semester, in each of the immediate action procedures and alert signals.

**Drills.** The Commandant and Chief, Campus Safety and Security will conduct drills of each immediate action procedure as applicable. Drills will be coordinated with the Executive Vice President and Chief Academic Officer

**Student Counseling.** A key to preventing serious incidents, such as the Virginia Tech shooting spree, lies in early recognition of warning signs displayed by potential perpetrators of such violence. A recent study on school environment and problem behavior identified warning signs of violence in three stages.

### *Stage One*

- Unusual changes in behavior and sleep disturbances.
- Regularly uncooperative with authority figures
- Increased profanity, irritability and anxiety
- Argues constantly with fellow students
- Spreads harmful gossip and rumors
- Makes unwanted sexual remarks

### *Stage Two*

- Plays the role of victim
- Writes violent or sexual notes to fellow students
- Verbalizes desires to harm others
- Vandalizes or steals property
- Disregards regulations
- Increased level of arguments or altercations
- Increased number of accidents
- Noted decrease in interest/confidence in school activities

### *Stage Three*

- Intense anger
- Depression or withdrawal
- Fighting
- Suicidal Threats
- Use of weapons to harm others

The close living and working relationship between cadets, academic and military instructors, coaches, TAC officers, and other staff members at MMI provides ample opportunity to monitor all cadets, and to detect warning signs in those who may be disturbed or who are having emotional problems. Instructors, coaches, TAC officers, and cadet leaders must have rudimentary training in the warning signs of violent behavior and instructed to report such behavior to supervisory personnel for referral to counseling. When sufficient evidence is present of disturbed behavior, cadets will be referred to the Director of Counseling Services for further referral to clinical counseling organizations as required.

Post crisis/grief counseling of cadets affected by traumatic events is essential to the health and welfare of the Corps of Cadets. Post crisis/grief counseling is discussed in **Part III: Crisis Action Follow-Up Procedures** of this manual.

## **Search and Seizure**

**Definition of a Search.** A search is any action, by government officials, including instructors, staff and administrators that intrudes upon and invades an individual's protected privacy interests by examining the individual's body or items that are not exposed to public view. A school search is a search that meets this definition and takes place on school property.

**Legality of School Searches.** School searches may be performed against an individual or with an entire group, each with its own set of criteria. In general, designated school officials are authorized to conduct a search without fear of legal ramifications as long as the search is *reasonable*, and the school official does not intentionally harm the student. Students are protected by the Constitution from *unreasonable searches* just like all other citizens. It is important to have reasonable cause and to follow proper procedures in the conduct of a search. Evidence that is obtained from an unreasonable or improperly performed search cannot be used to prove the guilt of the student and, therefore, cannot be used to punish the student. Before conducting a search, school officials should consult the checklist contained in **Part II: Crisis Action Plan** of this manual.

**Reasonable Suspicion Standard.** The Supreme Court in a landmark case known as T.L.O., established the *reasonable suspicion standard* for educators when performing school searches. This standard is lower than the standard for law enforcement officers who must comply with the *probable cause standard* and obtain a warrant prior to a search. *Reasonable suspicion* is defined as "specific and articulable facts, which taken together with rational inferences from those facts, reasonably warrant intrusion." Sufficient *probability* of wrongdoing, not *certainty*, is required. However, school officials cannot invade the rights of students more than is necessary to assure the welfare and safety of all students and teachers. Reasonable suspicion may result from personal observations by the instructor or school official, from tips provided by other students, or rumors of a violation by a specific student if corroborated by other evidence of a violation.

**Generalized School Searches.** Although individual searches must meet the reasonable suspicion standard, the courts have upheld *generalized (or suspicion-less) searches*, as well, where no particular student is suspected. Metal detectors, point-of-entry searches, and random drug testing are examples.

Metal Detectors and Point-of-Entry Searches. Metal detectors and point of-entry searches have been upheld by the courts as long as they are not targeted toward any specific individual, but are either applied to all students or students selected at random. To minimize the privacy intrusion of such searches, advanced notice should be provided to students. Similarly, conspicuous postings at all

entrances would also give visitors and students notice that they will be subject to searches

Surveillance. Surveillance (watching an area either by the use of video cameras or the naked eye) is permissible as long as the area or activity being surveyed is considered a common area and open to the public. Examples would be parking lots or hallways, in which no student would have a reasonable expectation of privacy. The posting of signs warning students that they are in an area under surveillance will increase the success of legal defense of surveillance activities.

Alcohol and Drug Testing. Random drug testing of students involved in co-curricular activities is generally considered permissible. Students and parents are notified at the beginning of the school year that drug testing is part of the school safety program. Testing must minimize privacy intrusion, and the results must be considered confidential with limited access.

Employees who work in safety sensitive positions may be randomly tested for drug and alcohol use. Drug testing of public school employees based on reasonable suspicion and following proper procedural guidelines is constitutional.

Canine Searches. Random sniffing by drug-detection dogs of property, such as cars and lockers, does not constitute a search within the meaning of the Fourth Amendment. Therefore, school officials, without reasonable suspicion, can conduct such investigations. Once a drug-detection dog makes a positive alert to the presence of a controlled substance in a locker, car, book bag, etc., the ensuing act of looking into that item is a search, and the dog's alert satisfies the reasonable suspicion standard.

Motor Vehicle Searches. Searches by school officials of motor vehicles parked on school grounds are generally upheld as permissible by the courts. If the search is based on individualized suspicion, reasonable grounds for the suspicion must exist. It is unlikely that a school official would have authority to search motor vehicles parked off school grounds.

**Seizure.** A seizure of property occurs when there is some meaningful interference with an individual's ownership and usage of that property. The reasonableness standard applies to the seizure of property as well as searches.

**Emergency Operation Center.** In the event of a crisis, disaster, or serious incident on campus, the President, with the advice of the Crisis Emergency Response Team (CERT),



will establish the Emergency Operations Center (EOC). When selecting the EOC for any crisis the following considerations will be taken into account:

- If possible, the EOC must be a safe location not immediately affected by the crisis.
- The EOC must have access to the entire array of communications available on campus.
- The EOC must be a location where access can be controlled to preclude interference of the CERT by media personnel and others not essential to crisis management.

### **Predetermined locations for the EOC**

Guard House. The Guard House houses the Commandant's offices, the Chief, Campus Safety and Security's office, the cadet Officer-of-the-Day, and the daily communication center for cadet affairs. The Guard House will likely be the first center of activity for a campus crisis, and may be adequate for a short duration incident. However, it is also the focus of parent and visitor inquiries and does not have adequate space to act as a proper EOC.

Administration Building. The most likely location for the EOC in a prolonged crisis is the Administration Building, which houses the President's office, the offices of most of the members of the CERT, and possesses access to all communication assets. The Board Room has adequate space to serve as the focus of the EOC. The Commandant of Cadets and the Superintendent of Buildings and Grounds are responsible for developing plans to expeditiously establish and equip the EOC, and to transfer operational control from the Guard House to the Administration Building.

CFL Conference Room. The Center for Leadership's Conference Room is located on the 2<sup>nd</sup> floor of the south-wing of the Chapel. This conference room is equipped similarly to the Administration Building and can be used as a back up to the Board Room. There will be some limitations on restroom facilities when using this space.

Ireland Athletic Center. In the event that the Administration Building and/or the CFL Conference Room are involved in the developing crisis, or are otherwise unsafe, the Ireland Athletic Center would serve as the alternate site for the EOC. Plans for expeditiously establishing the necessary command and communications infrastructure for shifting the EOC to the Ireland Athletic Center are again the responsibility of the

Commandant of Cadets and the Superintendent of Buildings and Grounds, in coordination with the Director of Athletics.

**Interagency Cooperation.** MMI is highly dependent on local law enforcement, firefighting, and medical agencies for response to emergency situations. It is essential that plans and procedures be developed with local authorities to clarify the expectations of capabilities and response times, and to facilitate agency responses. The Chief, Campus Safety and Security is the lead official in developing an effective interface with these agencies, but occasional personal communications by the Commandant and the President with agency leadership enhances interagency cooperation.

### **Logistics, Equipment, and Supplies.**

**Automated External Defibrillators (AED).** AEDs will be maintained on the MMI campus at the following locations and assigned to the following departments. Additionally, AEDs may be assigned to athletic teams or military training exercises off campus.

Guardhouse - Commandant/ Chief, Campus Safety and Security  
Ireland Athletic Center - Athletic Department

**Emergency Generators.** The Superintendent of Buildings and Grounds will maintain sufficient emergency generators to provide electrical power to essential facilities on campus. The dining facility and the EOC are priority facilities.

**Crisis Action Preparedness Kit.** The Commandant, with the assistance of the Chief, Campus Safety and Security and the Superintendent of Buildings and Grounds, is responsible for preparing and maintaining a Crisis Action Preparedness Kit for employment at the EOC during crisis management. The kit should include but not be limited to:

- Campus Safety Manual
- Legal pads/pencils/pens (20 ea)
- Blank log books for maintaining a record of events (4)
- Emergency weather radio
- Current local telephone books
- Current MMI Phone Directory
- Current Cadet Roster
- Maps of the campus and surrounding areas

Additionally, the Superintendent of Building and Grounds will maintain engineering diagrams/floor plans of all buildings showing exits and utility areas.

## Resource Guide

- **"Early Warning, Timely Response: A Guide to Safe Schools":** ([www.ed.gov/offices/OSERS/OSEP/earlywarn.html](http://www.ed.gov/offices/OSERS/OSEP/earlywarn.html)) - An excellent guide for comprehensive violence prevention planning, published by the U.S. Department of Education and the Department of Justice.
- **Keep Schools Safe ([www.keepschoolssafe.org](http://www.keepschoolssafe.org)):** Established by the National Association of Attorney Generals and the National School Boards Association to address the escalating problem of youth violence.
- **American Association of School Administrators ([www.AASA.org](http://www.AASA.org)):** Professional organization for school leaders that can provide resources and on-line links concerning school safety and violence in the schools.
- **U.S. Department of Education ([www.ed.gov/offices/OESE/SDFS](http://www.ed.gov/offices/OESE/SDFS)):** The Safe & Drug Free Schools Program has its own web site and links to other education programs and federal agencies.
- **National Association of School Psychologists ([www.naspweb.org](http://www.naspweb.org)):** This professional organization maintains extensive on-line resources about dealing with crisis situations in schools, including information about their National Emergency Assistance Team.
- **AEA's Safe Schools Guide:** Published by the Alabama Education Association July 2005

**PART II**  
**CRISIS ACTION PLAN**

# Crisis Action Introduction

**Part II: The Crisis Action Plan** is intended to provide step-by-step instructions for the immediate reaction to and management of disasters, emergencies, and crisis situations that might befall MMI or the surrounding community. There are many threats to the safety of the MMI community discussed in **Part I: Safety Planning and Threat Assessment**. It is recommended that faculty and staff members become familiar with Part I in preparation for the actions to be taken as directed in Part II.

Crisis situations fall into two categories: Unexpected disasters or serious incidents, and imminent threat of disasters or serious incidents. An unsuspected disaster or serious incident is one which happens without warning and requires immediate response. Examples are accidents, acts of violence, and earthquakes. Imminent threats of a disaster or serious incident provide some warning or prediction allowing for some preparation time. Examples are hurricanes, tornadoes, ice/snow storms, and floods. The safety organization at MMI responsible for crisis management and preparation is presented in Part I. It involves essentially everyone on campus. The following procedures will be immediately enacted as initial response to disasters, serious incidents, crisis situations and imminent threats of such.

**Unexpected Disaster or Incident.** Anyone witnessing an accident, suspicious activity, intruder, act of violence, or any other serious incident should immediately communicate all pertinent information to the Guardhouse by the fastest means available. The Commandant, Chief, Campus Safety and Security, and the Commandant's staff will determine the proper course of action. The President, upon recommendation from the Commandant or Chief, Campus Safety and Security, will determine if the Campus Emergency Response Team (CERT) should be activated, and designate the location of the Emergency Operations Center (EOC).

**Imminent Threat of Disaster or Serious Incident.** The Chief, Campus Safety and Security and, ultimately, the Commandant of Cadets, are responsible for monitoring the campus environment with respect to impending threats. In the event of approaching weather which could pose a threat to the campus community or property, the Commandant will immediately advise the President and make recommendations for activating the CERT, establishing the EOC, and/or enacting appropriate portions of this plan.

## Basic Assumptions

The succession of events in an emergency or crisis situation is unpredictable; therefore, published operational plans, such as this, should serve only as a guide and a checklist, and may require modifications to meet the requirements of the crisis.

During community-wide disasters, MMI will carry out disaster response and recovery operations in conjunction with local resources. Federal, state, and local plans may take precedence over provisions of MMI crisis action planning.

# Contact Information

## School address:

Marion Military Institute  
1101 Washington Street  
Marion, Alabama 36756

## Administrative Telephone:

(334) 683-2318

## Cadet Relations Telephone:

(334) 683-2322

## FAX:

(334) 683-2323

## Driving Direction:

From Selma: Proceed west on US Highway 80 (approximately 10 miles), turn north onto County Highway 45 for (approximately 15 miles). Highway 45 becomes Washington Street. MMI is on the left on Washington Street.

From Tuscaloosa: Proceed east on US Highway 82 to US Highway 5 exit (approximately 30 miles), turn south on Highway 5 for approximately 25 miles. Turn right onto Fikes Ferry Road in Marion and follow signs.

## Designated Parent Relations Contact:

Commandant of Cadets (334) 683-2321

## Designated Physical Plant and Master Key Contact:

Superintendent of Buildings and Grounds (334) 683-2367 (office) or  
(334) 247-2664 (Cellular)

## Designated Law Enforcement Agency with Master Keys:

Marion Police Department (334) 683-9071

## Utility Company Contacts:

Marion Water and Sewer (334) 683-8642

Alabama Gas Company (ALAGASCO) (800) 292-4008

Alabama Power Company (800) 245-2244

**Nearest Full Service Hospital:**

Vaughn Regional (334) 418-4100  
1015 Medical Center Parkway  
Selma, Alabama 36701

**EMERGENCY ASSISTANCE LOCAL AND STATEWIDE CONTACT INFORMATION**

<b>Marion Police Department</b>	<b>911 or 683-9071</b>
<b>Marion Fire Department</b>	<b>911 or 683-9071</b>
<b>Emergency Ambulance Service (CARE)</b>	<b>911 or 683-9066</b>
<b>Perry County Sheriff</b>	<b>(334) 683-6534</b>
<b>Alabama Department of Public Safety (State Troopers)</b> Alabama Highway Patrol Division  Alabama Bureau of Investigation	<b>(334) 874-8234</b>
<b>National Poison Control Hotline</b>	<b>(800) 462-800 or (800) 292-6678</b>
<b>Rural Health Medical Clinic (Marion)</b>	<b>(334) 683-2073</b>
<b>Alabama Department of Mental Health</b>	<b>(334) 242-3417</b>
Cahaba Center for Mental Health 104 Edwards Street Marion, AL 36756	(334) 683-9957
<b>Alabama Emergency Management Agency</b>  Perry County Commissioners Office	(334) 683-8996

## Illness and Injury

When a cadet is determined to be ill by a TAC officer or instructor, the cadet will be sent to the Cadet Health Center. The Cadet Health Center is capable of treating minor illnesses and injuries that do not require hospitalization. Cadets will be treated by a member of the Cadet Health Center and released with a recommendation to the Commandant for bed rest in quarters, retention at the Cadet Health Center for recovery, referral to the Marion Medical Clinic or Rural Health Medical Clinic for further evaluation and treatment. In the event of hospitalization cadets will be taken to Bibb Medical Center, Druid City Hospital, or UAB Medical Center.

When a cadet is injured on campus, the faculty or staff supervisor, or the senior cadet present, will immediately notify the Commandant of Cadets. The Commandant will decide if the injury is sufficiently serious to notify the President.

### **Immediate Actions:**

- **Notify the Guardhouse and/or call 911**
- **Keep the victim still and comfortable but do not move the victim**
- **Ask the victim where he/she is injured and how they feel**
- **Check breathing and perform CPR as need and if trained \***
- **Control serious bleeding by direct pressure on the wound**
- **Continue to assist and comfort the victim until help arrives**
- **Look for emergency medical tags (bracelet, necklace, anklet)**
- **Give all pertinent information to responding paramedics or other first responders.**

Cadets may be accompanied by a fellow cadet.

Serious injuries will require immediate ambulance response from the local EMS and will be reported to the President and to the cadet's parent(s) or Guardian(s) in a timely manner. Parents will be provided with the name and location of the receiving hospital.

**\* Only trained personnel should administer CPR and first aid beyond the steps noted above.**

Note: All cadets must have a completed Emergency Medical Release Form on file in the Health Center.



# Death on Campus

## Immediate Action:

- **Notify the Guardhouse and/or call 911**
- **Move all cadets and non-essential personnel away from the scene**
- **Await arrival of first responders**

The Commandant will immediately notify the President and the Marion Police Department in the event of a death on campus. The police and the Perry County Coroner will conduct the investigation and make the determination as to the cause of the death. If a death occurs off campus, the person receiving the notification from authorities will immediately contact the Commandant of Cadets and the President.

Depending on the circumstances of the death, the President may call for a meeting of the Campus Emergency Response Team (CERT) to evaluate any threat to others, handle media notification, provide briefings to the Corps of Cadets, and coordinate issues involving the next-of-kin.

The Commandant will coordinate with local law enforcement agencies to make timely notification of parent(s) or Guardian(s) in the most appropriate manner.

The death of a cadet, particularly a suicide, is a traumatic event for the MMI community and particularly the Corps of Cadets. Follow-up actions with respect to prevention analysis, grief counseling, memorial services, and media notification are contained in **Part III: Crisis action Follow-Up Procedures.**

# Fire

## Immediate Action:

- **Pull the nearest fire alarm to evacuate the building and contact the Fire Department.**
- **Call the Guardhouse with the location of the fire.**
- **If minor, attempt to extinguish the fire with the nearest extinguisher, avoiding possible injury to you and/or others.**
- **If the structure is involved and there is a possible danger to you or others. DO NOT ATTEMPT TO FIGHT THE FIRE.**
- **Evacuate the building.**

The Commandant, the Chief, Campus Safety and Security, or the Commandant's staff will:

- Notify the President.
- Confirm that 911 or the Marion Fire Department at **683-9071** has been notified
- Call for evacuation of all effected structures with specific directions over the 611 PA telephone system and Regroup notification system.
- Communicate further instructions to the entire campus over the 611 PA telephone system and Regroup notification system for all areas of the campus.

Instructors/TAC officers will:

- Evacuate the cadets according to the fire escape plan for the effected building.
- Ensure that all cadets are out of the building and accounted for.
- Notify the Commandant's Office of any missing cadets.
- Keep cadets clear of the involved building, fire equipment, and fire fighters.
- Await the "ALL CLEAR" notification or further instruction by the Commandant, as approved by the President.

The Commandant of Cadets or the Chief, Campus Safety and Security will:

- Coordinate with local police, fire, and emergency medical services to ensure their presence.
- Serve as the primary point of contact with first response agencies to determine their requirements.
- Coordinate with the Superintendent of Buildings and Grounds for logistic support as required

The President may call for the activation of the Campus Emergency Response Team (CERT) and the establishment of an Emergency Operation Center (EOC) for the command and coordination of cadet movement and accountability, media response, and campus security.

Notes:

The Commandant with the assistance of the Chief, Campus Safety and Security and Superintendent of Buildings and Grounds is responsible for developing detailed fire evacuation plans, and posting evacuation diagrams in prominent locations for each building on campus.

The Superintendent of Buildings and Grounds with the assistance of the Chief, Campus Safety and Security is responsible for the maintenance and inspection of fire alarms, fire extinguishers, and emergency EXIT lighting in all appropriate buildings according to state and local codes. The Chief, Campus Safety and Security will coordinate the assistance of the Perry County/City of Marion Fire Chief for inspections and technical advice.

The Commandant, with the assistance of the Executive Vice President is responsible for planning and conducting periodic drills for **fire, lockdown, and tornados**. Drills should be conducted randomly.

## **Termination of Classes for Snow, Ice Storms, and Hurricanes**

Winter ice and snow conditions or approaching hurricanes occasionally make it prudent, for the safety of commuting cadets and staff and faculty personnel, to suspend academic classes and other school activities for a limited period of time. The Commandant of Cadets and the Chief, Campus Safety and Security will maintain early warning monitoring and communications with appropriate law enforcement and weather forecasting agencies/sources, confer with the Executive Vice President/Chief Academic Officer and Dean for Academics, and make recommendations to the President regarding school closure. The determination to suspend classes will be made by the President, or the Executive Vice President if the President is unavailable.

The President may activate the Campus Emergency Response Team (CERT) and establish an Emergency Operations Center (EOC) as potentially hazardous weather approaches. With advice from the Chief, Campus Safety and Security regarding highway conditions, the President may allow boarding cadets to travel to their homes or other appropriate safe havens, to reduce the number of cadets on campus. Sufficient MMI staff must be present at all times to provide for the accommodation and welfare of boarding cadets remaining on campus.

**When an institution of the Alabama College System is required to terminate or cancel classes due to inclement weather or other unforeseen emergency, the President must immediately notify the Chancellor and submit a plan for making up the lost instruction days in the event that the minimum calendar as prescribed by the State Board of Education is not met.**

## **Hurricane, Tornado, and Severe Thunderstorms**

Some incidents of severe weather occur with little or no warning time. Impending severe weather conditions will be closely monitored on the school weather radio and other appropriate weather news sources as are available by the Commandant's staff and the Chief, Campus Safety and Security. The following are accepted weather service terms related to tornados:

Tornado Watch: Conditions are favorable for a tornado or severe weather.

Tornado Warning: Tornado has been sighted; take shelter immediately.

When a tornado or severe weather watch has been declared for Perry County, the Chief, Campus Safety and Security and the Commandant's staff will alert the President. He may direct that the entire faculty and staff be alerted in preparation for appropriate precautions.

In the event of sudden severe weather, an activation of the tornado warning siren located at the Perry County Courthouse, or other notification of the declaration of a tornado warning, the Commandant will:

### **Immediate Action:**

- **Notify the President**
- **Activate the SAFE SHELTER action plan over the Public Address System**
- **Transmit SAFE SHELTER warning through the 611 telephone system, the public address system, face-to-face notification, and the email/text message warnings and instructions over the Regroup System to the entire campus community.**

Instructors, Coaches, and TAC officers will:

- Instruct cadets to move to the nearest designated **safe shelter**
- Ensure that all cadets are in the proper location and position.
- Move all cadets who are outside into main buildings as quickly as possible.
- Account for all cadets under their supervision at the time of the incident.
- Await the verbal "ALL CLEAR" signal from the Commandant's Office over the 611 PA telephone system and Regroup notification system.

All other faculty and staff:

- Move to the nearest designated **safe shelter** area
- Await the verbal “ALL CLEAR” signal from the Commandant’s Office the 611 PA telephone system and Regroup notification system.

Note:

The Commandant, with the assistance of the Chief, Campus Safety and Security and Superintendent of Buildings and Grounds, is responsible for designating **safe shelter** locations and developing detailed movement plans for each building and posting diagrams in prominent locations, for each building on campus.

After 2100 hours, when cadets are in their rooms, if there is a weather emergency the O.C. on duty will notify the campus via the 611 PA telephone system and the Regroup notification system that all cadets are to move to the lowest level of the building that they are in and remain there until given the all clear.

# Earthquake

Earthquakes generally occur with little or no warning. Therefore, the immediate concern is for the safety of the all concerned by taking the best cover available. The Commandant will:

## **Immediate Action:**

- **Notify the President**
- **Give specific instruction to the campus community over the 611 PA telephone system and Regroup notification system to take immediate cover.**
- **Call 911 or the first response agencies as appropriate.**
- **After the initial shock, call for EVACUATION or SAFE SHELTER procedures as deemed appropriate.**

Instructors/TAC Officers will:

- Instruct cadets to drop to the floor and cover their heads with their arms.
- After the tremors stop, escort all cadets out of the building according to the established fire evacuation route or the safest appropriate route to an area away from buildings as directed by the Commandant.
- Ensure that all cadets are present or accounted for.
- Notify the Commandant of missing cadets.
- Keep all cadets together and away from buildings and power lines until the "ALL CLEAR" notification is sounded or further instructions by the Commandant.

After 2100 hours, O.C. will:

- Use Regroup system and 611 PA telephone system to notify cadets to remain in rooms until tremors stop.
- Notify Commandant and Commandant's staff of earthquake.
- Once tremors stop cadet company leadership will hold accountability formation outside of barracks.
- Cadet leaders will report to the ranking staff member the battalion's accountability status.
- Ranking staff member will determine next step based on disposition of cadets.

## **Lockdown Procedures**

There are several crisis situations that pose an imminent danger to cadets and require an immediate **LOCKDOWN** of the campus. Such situations include an intruder on campus with a deadly weapon, a hostage situation, or an active shooter. Anyone witnessing such a threat will call 911 and contact the Office of the Commandant immediately specifying the location of the threat.

The Commandant, Chief, Campus Safety and Security, or Commandant's staff will immediately:

- Ensure that law enforcement officials have been notified.
- Notify the President
- Announce "THE CAMPUS IS IN **LOCKDOWN**. FOLLOW **LOCKDOWN PROCEDURES IMMEDIATELY**"
- Transmit the **LOCKDOWN** alert over Regroup, text and email system.
- Ensure Call 911 or the Marion Police Department

### **Immediate Action:**

- **Lock all doors and windows**
- **Move all cadets/employees away from doors and windows**
- **Turn off all lights**
- **Keep everyone quiet**
- **Wait for the "All Clear" from the Commandant's office.**

During lockdown personnel are required to remain where they are and will not attempt to move to another location until the ALL CLEAR.



## **Chemical or Radiation Spills/Releases**

In the event of a serious chemical or radiation spill or release in, on, or near campus, the person witnessing the event will immediately call the Guardhouse. The Commandant or his staff will:

### **Immediate Action:**

- **Notify the President**
- **Determine the affected building(s) or area**
- **As applicable initiate EVACUATION procedures over the 611 PA telephone system and Regroup notification system for the specific building(s) or area affected**
- **As applicable, initiate a LOCKDOWN of the remainder of the campus over the 611 PA telephone system and Regroup notification system**
- **Notify the Marion Police Department and Fire Department.**

Upon receipt of the **LOCKDOWN** notification specifying the reason as chemical/radiation spill, instructors will additionally turn off the air-conditioning/heating systems in their rooms as appropriate. Chief, Buildings and Grounds will ensure larger HVAC units for affected buildings are also turned off.

The Chief, Campus Safety and Security is responsible for coordinating with appropriate local and state agencies for the development of procedures for the timely response and expeditious clean-up of hazardous material spills.

# Bomb Threat

In the event of a bomb threat received telephonically, the person receiving the threat will execute the **Bomb Threat Call Checklist** described below, then immediately notify the Commandant's Office. If a bomb threat is received in writing, the recipient will immediately notify the Commandant's Office, then execute the **Bomb Threat in Writing Checklist**. Upon notification the Commandant's staff will execute the following procedures:

## Immediate Action:

- **Notify the President**
- **Initiate fire EVACUATION procedures of the building targeted, or all buildings if no building is identified.**
- **If only one building is identified, initiate LOCKDOWN procedures for all other buildings.**
- **Call 911 or Marion Police Department at 683-9071.**
- **Follow the instructions of law enforcement agencies**

Upon receiving the notification to evacuate the buildings, instructors and staff will execute the following procedures:

- Evacuate the building according to the fire escape plan.
- Ensure that all cadets are out of the building and accounted for.
- Notify the Commandant's Office of any missing cadets.
- Keep cadets clear of the involved building, fire equipment, and fire fighters.
- Await the ALL CLEAR notification or further instruction by the Commandant.

**Bomb Threat Call Checklist:** attempt to keep the caller on the phone and ask the following questions.

- When is the bomb going to explode?
- Where is the bomb?
- What does the bomb look like?
- What kind of bomb is it?
- What will cause the bomb to explode?
- Did you place the bomb?
- What is your name?
- Where are you?
- What is your address?

## How can we contact you?

Immediately following the call and after alerting the Command's office, fill out the following questionnaire.

Sex of Caller \_\_\_\_\_ Approximate age \_\_\_\_\_ Time of call \_\_\_\_\_

Caller's voice (circle all that apply)

Calm	Laughing	Angry	Crying	Disguised
Excited	Normal	Slow	Rapid	Slurred
Familiar	Nasal	Raspy	Stutter	Lisp

Accent? Country/Region \_\_\_\_\_

Was the caller:

Well Spoken	Incoherent	Irrational
Foul	Taped	Reading

Background noises:

Motor vehicles	Machinery	Other voices
Animals	Clear	Static

Record the caller's exact words as nearly as you remember.

### **Bomb Threat in Writing Checklist**

- Avoid unnecessary handling of the document.
- Save all related materials such as envelopes or containers.
- Place each page of the materials between pieces of blank paper
- Maintain custody until turnover to the Chief, Campus Safety and Security or local law enforcement officials.

# Communication of a Personal Threat or Threat of Suicide

## Immediate Action:

- **Report the incident to appropriate supervisory personnel immediately**

Communication of a threat to do bodily harm constitutes assault under the law, and may be evidence of a potential threat to the safety of others. Upon witnessing a threat to commit bodily harm, the incident should be reported to appropriate authority. In the event that the threat was communicated by a cadet, the incident should be reported to the Commandant of Cadets, Vice President and Dean for Academics, or Chief, Campus Safety and Security, in a timely manner.

The Commandant, with the assistance of the Chief, Campus Safety and Security, will investigate the incident and take appropriate disciplinary action as required.

If the threat was communicated by an MMI employee, the incident should be reported to the employee's supervisor, who is required to report the threat to the Chief Financial Officer (CFO). The CFO will apprise the President and take appropriate action in accordance with ACCS Policy.

Threats from visitors or individuals who are not members of the MMI community will be reported to the Commandant's Office. The Commandant, Assistant Commandant, or Chief, Campus Safety and Security will respond and determine the need to notify local law enforcement agencies.

Threats of suicide must be reported immediately to the Commandant of Cadets. The Commandant, or his appropriate staff member, will immediately respond to the cadet and determine the need for continuous monitoring, until referred to an appropriate counseling agency. Specific follow-up actions are detailed in **PART III: Crisis Action Follow-Up Procedures**.

## **Active Shooter/ Cadet or Intruder with Deadly Weapon**

In the event that a cadet or outside intruder is observed with a deadly weapon or threatens others with a deadly weapon, the Office of the Commandant will be notified immediately at (334) 683-2322. The Commandant, Chief, Campus Safety and Security, or Commandant's staff will execute the following procedures:

### **Immediate Action:**

- **If the shooter is in close proximity of you, take necessary actions to get out of danger area.**
- **Only when you are in a safe location and not at risk of death or bodily harm. Call 911 or the Marion Police Department at 334-683-9071.**
- **Notify the President.**
- **Initiate campus-wide LOCKDOWN over the 611 PA telephone system and Regroup notification system.**
- **Transmit LOCKDOWN procedures over the Regroup System**
- **Identify the cadet or intruder and pinpoint his or her location.**
- **Await instruction from law enforcement.**

Instructors and staff will:

- Follow active shooter training and decide to either Run/Hide/Fight
- Lock all doors and windows
- Move all cadets/employees away from doors and windows
- Turn off all lights
- Keep everyone quiet
- Wait for the "ALL CLEAR" from the Commandant's office, as directed by the President.

If in close proximity to/contact with the intruder:

- Follow active shooter training and decide to either Run/Hide/Fight
- Do not make sudden moves that could frighten the subject
- Do not initiate communication with the subject
- Never argue with the subject
- Only the senior staff/faculty member should communicate with the subject, if communication is necessary.
- Take your time talking to the subject and keep his/her attention away from the cadets.
- If subject starts shooting, tell cadets to get down and take cover
- Physical force should not be attempted unless someone's life is in imminent danger.

- Make mental notes of as many details as possible and do not touch anything at the crime scene, except as necessary to render emergency aid.

# Fighting and Rioting

In the event of fighting or rioting on campus, the instructor will:

## **Immediate Action:**

- **Send a senior ranking or reliable cadet to the Commandant's Office to get assistance.**
- **Attempt to take charge by loudly commanding that the behavior stop immediately.**
- **Obtain help from other instructors or staff members.**
- **Attempt to keep other cadets away from the site of the fighting or rioting.**
- **Attempt to separate the combatants and prevent them from further confrontational behavior.**
- **Physical force should not be attempted unless severe bodily harm is imminent.**

The Commandant will:

- Notify the President
- Activate **LOCKDOWN** procedures if necessary
- Notify the Marion Police Department at 334-683-9071 when required by law.
- Attempt to defuse tensions
- Remove the cadets involved in the altercation to the Commandant's Office, or other appropriate location under adequate supervision.

## Hostage Situation

In the event of a hostage or barricade situation instructors will:

### Immediate Action:

- **Stay calm**
- **Follow the instructions of the captor, providing they do not place additional cadets or staff at risk.**
- **Do not attempt to escape or resolve the situation by force.**
- **If a rescue effort takes place by law enforcement agencies, instruct cadets to lie on the floor and await instructions from the rescue team.**

The Commandant will:

- Notify the President.
- Initiate a **LOCKDOWN** of the campus utilizing the 611 and public address systems as applicable with the operational threat
- Transmit **LOCKDOWN** procedures over the Regroup System
- Call 911 or the Marion Police Department at **683-9071** immediately.
- Move all other cadets and instructors away from the hostage or barricade site.
- Provide adult presence to non-involved cadets to maintain calm.
- Cooperate with law enforcement agency.



## **Public Information Procedures**

If not dealt with properly, serious incidents that occur at MMI can have a detrimental effect on public relations, recruiting, and alumni and donor support for the school. It is extremely important that MMI provide timely and accurate information to the public and the news media consistent with the privacy concerns of cadets, faculty and staff. In the event of any serious incident, the following procedures will be followed:

- The President will be notified immediately and the Campus Emergency Response Team (CERT) activated. In consultation with the members of the CERT and others as required, the President will ascertain as much information as is available relative to the incident.
- The President will notify the Chancellor of the Alabama The ACCS System as appropriate.
- A media statement will be prepared accurately explaining as much information as possible consistent with concerns for the privacy and confidentially rights of the individuals involved, and for the conduct of on-going investigations.
- Parents/guardians of cadets involved in an incident will be notified and provided information by the Commandant in coordination with appropriate agencies.
- Queries from other parents/guardians will be referred to the Commandant who will provide the information approved by the President.
- Queries from news media and all others will be referred to the Public Affairs Officer, or to another point of contact (POC) designated by the President as spokesperson, who will provide the information approved by the President.
- In most serious incidents that are expected to have news interest, it is usually better for the news media to hear the information from the school first. Consequently, as soon as accurate information is available, a news release with the information approved by the President should be sent to the local and regional media outlets

- Unless otherwise approved by the President, no other staff or faculty member is authorized to act as spokesperson for the school regarding the incident. If queried, faculty and staff members will refer the person or agency making the query to the President's public information representative.
  
- If asked to be interviewed by the media regarding the incident, faculty and staff members must gain approval from the President and are cautioned not to reveal information that would violate individual privacy and confidentiality, or that would interfere with an on-going investigation of the incident.
  
- Queries of a legal nature arising from any serious incident will be referred to the Executive Vice President and Chief Academic Officer.

## Search and Seizure Checklist

1. Remove the cadet to a private area away from other cadets
2. Closely observe the cadet during removal and search
3. Have another school official present as a witness during the search
4. Have school officials of the same gender as the cadet conduct and witness the search.
5. Offer the cadet the opportunity to surrender the suspected item.
6. Conduct the search in a discreet manner to minimize possible embarrassment to the cadet.
7. Seize any item that violates a criminal law or Institute regulation or provides evidence of such a violation.
8. Before searching a cadet's personal belongings, attempt to identify the item for which you are searching. Upon finding the item, stop the search, unless you have reasonable suspicion to believe that additional items will be found. For example, if you find a gun, it is reasonable to continue searching for bullets or other weapons.
9. Follow the **Chain-of-Custody Checklist**:

Make an inventory of seized items that includes:

Description of item(s) seized  
Date and time of seizure  
Source of seized item (from whom and at what location)  
Name of the official who seized the item  
Name of the person witnessing the search

Place the items in a bag, envelope, or container marked with inventory information.

Secure evidence in a locked storage area with restricted access.

Do not leave any evidence unattended.

As applicable, transfer the evidence as soon as possible to the Chief, Campus Safety and Security or appropriate law enforcement officer. Obtain and retain a copy of the inventory signed by the officer taking possession of the evidence.

**PART III**  
**CRISIS FOLLOW-UP PROCEDURES**

## Introduction

Disasters and crises that befall Marion Military Institute and the community result in numerous after-effects, many of which impact the health and welfare of the campus community and the viability and reputation of the institution. Implementing immediate and long-term follow-up procedures after a crisis is an essential responsibility of the administration and crisis management organization. Follow-up actions and procedures will be implemented to accomplish the following priorities:

1. Ensure the health and welfare of the campus community.
2. Restoration of MMI's academic programs and related services
3. Preserve property and assets
4. Assess damages, crisis action procedures, and long-term concerns
5. Safeguard institute reputation, public image, recruiting, and fundraising
6. Acknowledge those who deserve recognition

The declaration of "ALL CLEAR", and the content of "ALL CLEAR" messages broadcast over the 611 PA telephone system and Regroup notification system, must be approved by the President. Following the declaration of ALL CLEAR for any crisis the following procedures with respect to each of the above priorities should be considered for implementation.

## Health and Welfare

**Accountability.** During crisis events strict accountability of personnel is essential to their safety. Cadets on campus are generally under the supervision of members of the faculty or staff, whether in the barracks, in class, or participating in athletic or military training activities. Many crisis action procedures listed in **Part II: Crisis Action Plan** direct accountability of cadets by the respective supervisors during crisis action implementation. Nevertheless, the Commandant should direct a roll-call of all cadets immediately following ALL CLEAR, to account for every cadet. Department directors and supervisors should similarly account for all of the employees under their supervision, as soon as conditions permit. The names and last known locations of all missing individuals should be reported to the Emergency Operations Center (EOC) immediately. The Campus Emergency Response Team (CERT) will initiate search procedures in coordination with appropriate first-response agencies.

**Hazards Assessment.** Many disasters, such as hurricanes and tornados, can create hazardous venues on campus. Flooded areas, swiftly draining culverts, fallen power lines, ruptured gas lines, and suspended tree limbs are just some examples. Before recommending ALL CLEAR, the Commandant of Cadets, Chief, Campus Safety and Security, the Superintendent of Buildings and Grounds, and, as applicable, professional

medical personnel, should survey the campus, determine the structural integrity of buildings and facilities, identify hazardous situations, and secure hazardous areas to prevent access, as applicable.

**Grief and Trauma Counseling.** Crises on campus, especially deaths, are traumatic events in the lives of cadets. The death of a cadet, particularly from suicide, requires rapid, compassionate actions from school administration, cadet services, and academic personnel. Follow-up procedures after traumatic events include; (1) identification of those traumatized, (2) evaluation of the extent of the trauma for each, (3) determination of immediate needs of the traumatized individuals, and (4) long-term needs of the individuals traumatized. MMI employs limited clinical counseling expertise. However, clergy members from local churches are an excellent source of individuals trained in grief and trauma counseling. Professional counseling is available from Cahaba Center for Mental Health in Marion as well as other medical facilities in the vicinity.

**Cadet Information Briefings.** Rumors and speculation are deterrents to good order and discipline. Cadets should be informed as quickly and as accurately as possible following a disaster or crisis event. Accidents, acts of violence, and suicides are particularly susceptible to rumors and speculations. **Immediately following a crisis event and as soon as prudent, the President, or his representative, should address the Corps of Cadets.** The content of the address should be discussed by the CERT to ensure that all concerns of the cadets are addressed, and that sensitive information with respect to confidentiality and on-going investigation issues are not disclosed.

**Memorial Services.** The Corps of Cadets is a close social group. An appropriate memorial service in the event of the death of a cadet, whether on or off campus, is essential to bringing closure to close friends and the entire Corps. It can also be an important factor in grief management for the family of the victim. Memorial services should be planned in coordination with the family to ensure their availability and to de-conflict with family funeral services. Local clergy of the family's faith are available in Marion or Selma to assist. It is recommended that cadets close to the victim be incorporated into the planning and presentation of the service. Additionally, allowing for the presence and possibly participation of cadets in the family funeral service is appropriate and should be encouraged.

## **Restoration of Services**

**Access.** Once the hazards assessment has been conducted, the second priority is to restore vital utility services to the campus. Removing obstructions to vehicular access throughout the campus is essential to the restoration of other utilities. The Superintendent of Buildings and Grounds, working in close coordination with external agencies, must begin clearing roads and entranceways to buildings as soon as "ALL

CLEAR” is declared and hazards identified. The President with the recommendation from the CERT will determine clearance priorities.

**Water.** Water is critical to sanitation and occupancy of the campus barracks and living quarters. The Superintendent of Buildings and Grounds will coordinate directly with the City of Marion to ensure/restore water services. In the event of prolonged water service interruption, it may be necessary to procure commercial sources for bottled water and portable toilet facilities.

**Electrical Power.** Emergency Generators are available to maintain power to essential facilities until commercial power is restored campus-wide. The President, in consultation with the Executive Vice President and Chief Academic Officer, Superintendent of Buildings and Grounds, and the Commandant of Cadets will determine the priorities for emergency power distribution. The dining facility would be a first priority. The MMI and Judson College campuses are a high priority by Alabama Power Company for power restoration.

**Communication Services.** Communication by the 611 telephone PA system, telephone, Regroup notification system, and internet are essential for effective command and control during and after a crisis, and for passing instructions to cadets and parents on and off campus. The Superintendent of Buildings and Grounds, assisted by the Director of Information Technology is responsible for restoring the 611 Telephone PA system and internet as a first priority. The Director of Information Technology is also responsible for coordinating with BellSouth for the restoration of telephone outage as a first priority and the restoration of the IT network as a secondary priority.

**Campus Cleanup.** It may be necessary for all MMI employees and cadets to assist in the general cleanup of their work and activity areas. Campus cleanup will be conducted by the Superintendent of Buildings and Grounds, but may be assisted by work parties of cadets, under the supervision of the Commandant of Cadets, volunteer staff, and faculty members.

**Academic Classes.** The Executive Vice President and Chief Academic Officer or Chief Instructional Officer, assisted by the faculty, will determine the adequacy of academic facilities for resuming classes and will recommend to the President accordingly. A report of the number of lost instructional days, and a plan for making up those classes will be reported to the Chancellor of The ACCS the ACCS, in accordance with State Board of Education Policy 211.01.



## Property and Assets

**Insurance Estimates.** The Chief Financial Officer (CFO) is responsible for documenting damage during the restoration process and coordinating with insurance agencies in a timely manner to apply for appropriate reimbursement.

**Application for State or Federal Aid.** The Chief Financial Officer is also responsible for determining the school's qualification for state or federal aid as the result of being declared an emergency or disaster area. The CFO will coordinate requirements with the Federal Emergency Management Agency.

## Assessment

**Investigations.** All accidents, acts of violence, and deaths will be thoroughly investigated to determine the cause, establish culpability where appropriate, and to assist in preventing future incidents of a similar nature. The Commandant of Cadets and the Chief, Campus Safety and Security are responsible for investigating accidents and acts of violence within the Corps of Cadets. All deaths and serious acts of violence, by any member of the campus community, will be referred to the appropriate law enforcement agency. As applicable, the Chief, Campus Safety and Security will assist the investigation. All investigations will result in a report to the President and will contain recommendations relative to disciplinary action and prevention.

**After-Action Report.** Prior to deactivating the Campus Emergency Response Team at the end of each crisis situation and disaster, the Office of the Commandant, in coordination with members of the Executive Staff, will prepare an after-action report documenting a timeline of events; preparatory actions taken, if any; procedures and actions that proved effective or less than effective in response to the incident or accident, recommendations for changes/additions in procedures, facilities, and equipment; and identification of those individuals and agencies to be commended for extraordinary service. The report will be reviewed by the President and maintained on file in the Office of the Commandant.

## Public Relations

**ACCS.** Timely reporting of a serious incident, and the on-going status of the Institute with respect to the incident, to the Chancellor of the ACCS and the Alabama State Board of Education is required by policy of the Board of Education. The CERT should draft immediate and follow-up releases for the President's consideration. Personal contact by the President with the board member representing District V in which MMI is located, should also be considered.

**Parents/Alumni/Donors.** Parents, alumni, and donors are significant stakeholders in the Institute. The dissemination of timely, accurate information during and immediately following a crisis is essential to maintaining their trust and support. The CERT should consider drafting special reports to each group, for release by the President, to provide answers to questions and allay fears. The Commandant should communicate with parents frequently disseminating cleared information. The Director of Alumni Affairs should provide information to the alumni database, and the Vice President for Institutional Advancement should recommend special donors to be contacted with “inside information”. The President should consider communicating personally with select members of the MMI Board of Trustees, Presidential Advisory Council and selected donors. If events become public knowledge through regional, state, or national news, applicants in the recruiting database should be contacted by Recruiting/Admissions personnel as soon as positive information can be divulged.

**Media follow-up.** Information during a crisis event is perishable. In addition to executing the public information procedures outlined in **Part II: Crisis Action Plan**, follow-up releases explaining the status of the Institute and actions taken should be considered. Local and regional media will often print follow-up stories prepared by the Institute when they would not otherwise assign a reporter to follow-up. Meritorious actions by cadets, faculty, and staff members can often create positive news after a crisis.

As applicable, MMI’s Executive Staff, in cooperation with the CERT, will anticipate and respond to issues that challenges the credibility and reliability of the College. Law firms and insurance companies representing MMI should be instructed to keep the Executive Vice President apprised of legal proceedings that could generate news interest.

**Legal Issues.** Serious incidents, such as accidents, acts of violence, and suicide often result in law suits against institutions, where it can be demonstrated that “due diligence” was not present. The *MMI Campus Safety Manual* is one measure to ensure that the Institute is in continuous pursuit of preparation and prevention of threats to the safety of its community. The CFO should conduct a thorough review of the after-action report and investigations conducted after a serious incident, with respect to the College’s vulnerability to legal action. The CFO, acting as the principle liaison with professional legal advisors, should seek legal advice with respect to procedures and precautionary practices employed by MMI when appropriate. ACCS legal advisors’ contact information can be found at, <https://www.accs.cc/index.cfm/departments-services/legal/>.

## Acknowledgements

**Individuals.** During crisis events and disasters many individuals perform acts of inspiration and courage. The CERT should actively query supervisors and cadet leaders to identify those deserving of special recognition. Recognition of buildings and grounds employees, faculty members, and cadets builds morale within the campus community, and significantly meritorious acts often serve as positive news stories in otherwise bad news events. Recommendations for acknowledgments should be included in the after-action report prepared by the Office of the Commandant. Once approved by the President, the Public Information Officer is responsible for appropriate dissemination to media and posting in school publications.

**Agencies.** Similarly, many federal, state and local agencies perform meritoriously in crisis situations. The CERT should identify agencies for recognition, and draft letters of appreciation to appropriate supervisors of those agencies. Letters should identify specific individuals by name when possible. Identification of agencies in news media releases should also be considered. Accolades and recognition will serve the Institute well in strengthening the bonds and future cooperation with external agencies.



**PRESIDENTS MESSAGE**  
**MARION MILITARY INSTITUTE**  
Colonel David J. Mollahan, USMC (Ret.) President

Colonel David J. Mollahan, U.S. Marine Corps (retired) became the 16th President of Marion Military Institute on 1 August 2009. He had been serving at the U.S. Naval Academy as Division Director, Humanities and Social Sciences Division, and as the senior Marine Corps Representative until 1 July 2009 when he retired, completing a 30-year Marine Corps career.

He was commissioned in June 1979 upon graduation from Oregon State University, where he earned a Bachelor of Science degree in Nuclear Engineering Technology. He later earned a Master of Military Studies degree from Marine Corps Command and Staff College where he graduated as a Distinguished Graduate. Colonel Mollahan also attended the Marine Corps Amphibious Warfare School, the Joint Forces Staff College, and the Massachusetts Institute of Technology (MIT) Security Studies Program as the Commandant of the Marine Corps Fellow.

Colonel Mollahan's military career has included multiple land and sea-based deployments to Okinawa, Korea, the Mediterranean Sea, the Indian Ocean and the Persian Gulf. He has participated in contingency and combat operations in Liberia, Somalia, the Adriatic Sea, Kosovo, and Iraq. His assignments have included Commanding Officer, Marine Medium Helicopter Squadron 263 (reinforced); Deputy Chief of Staff, U.S. Joint Forces Command; Chief of Staff, 2d Marine Aircraft Wing; and Commanding Officer, Marine Aircraft Group 26 (reinforced).

His personal decorations include the Defense Superior Service Medal, Legion of Merit with Gold Star, Bronze Star Medal, Meritorious Service Medal, Air Medal with Bronze Numeral 4, Navy Commendation Medal, Combat Action Ribbon, (8) Sea Service Deployment Ribbons, the Humanitarian Service Medal, and various other unit awards and decorations. He has also accumulated over 4100 mishap free flight hours as a Marine naval aviator, including over 250 combat flight hours.

Colonel Mollahan and his wife Ingrid have two sons; LT Sean Mollahan, USN, U.S. Naval Academy '02, a P-3 Orion Naval Flight Officer; and 1stLt Kellen Mollahan, USMC, U.S. Naval Academy '05, a MV-22 Osprey aviator.

## History of Marion Military Institute

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Since 1842, Marion Military Institute (MMI) has achieved a national reputation for preparing young men and women for successful civilian and military careers. This is accomplished by providing the best possible educational program for its students in a conservative, disciplined environment thereby developing their intellectual, physical, moral, social and leadership capabilities.

Students from all over the nation attend MMI to establish a strong foundation for future study, and to take advantage of its military training programs. MMI is one of only five Military Junior Colleges in the United States, which offer unique military training programs.

These programs include the Army's two-year Early Commissioning Program (ECP), an Army Reserve Officers Training Corps program through which qualified students can earn a commission as a Second Lieutenant after only two years of college. The Service Academy Preparation Program (SAP), a freshman year of solid academic and physical preparation for students who wish to attend one of the Service Academies (West Point, Air Force Academy, Naval Academy, Merchant Marine Academy, or Coast Guard Academy). MMI also offers the first two years of Air Force Reserve Officer Training Corps.

Scholarships from the different military training programs, federal financial aid and non-scholarship benefits make college financing much more affordable. The out-of-pocket cost of attending MMI can be reduced as much as 50% - 100% depending on the type and amount of scholarship and benefit awards.

The faculty and staff of MMI are committed to intellectual and leadership development that will enable all students to be successful in any endeavor. I encourage you to look carefully at the range of programs offered, talk to our Admissions Counselors, visit our campus, and learn for yourself how MMI has been producing highly educated and disciplined leaders. We can assist you in reaching your career objectives.