



Noble  
Dream it. Live it.™

# Crisis Communications Manual

## **Noble's Mission**

To Expand Opportunities and Enhance the Quality of Life for People with Disabilities and Their Families Through Individualized Services.

7701 East 21<sup>st</sup> Street, Indianapolis, IN 46219 ■ 317-375-2700 ■ [mynoblelife.org](http://mynoblelife.org)

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# INTRODUCTION

## THE IMPORTANCE OF A CRISIS MANAGEMENT PLAN

Noble has built an excellent reputation since its founding in 1953, and we believe much of that success is due to our commitment to honesty, integrity, professionalism and respect.

Yet the reputation of our organization and staff can be at stake if an event occurs that brings our ability to perform into question. Because our reputation is critical to our success, consideration of potentially damaging situations must be given our highest priority.

A crisis is an accident or emergency that can pose a major threat to the survival of the organization. Crises are a normal part of personal and corporate life. Companies close. Accidents occur. The unexpected happens. Not only must we have a written plan, but Noble also needs to be ready to face a crisis when and if one occurs. Each potential crisis must be evaluated in terms of its potential impact on people, property and the organization.

This Crisis Communication Manual is a plan to keep staff informed of what to do in a crisis and help Noble respond to the media, parents, the people we serve, staff, board members and other stakeholders during the situation.

This manual has been designed to assist you during a crisis situation, with guidelines to maintain our reputation for honesty and integrity among all audiences while presenting an effective communication flow between Noble and our various audiences.

The overall goal is to position Noble in the most positive light. However, we are committed to full, timely and candid disclosure of facts to all of our audiences. Our position is to always be proactive—tell it all, tell it fast and tell it accurately.

Every business must be prepared for the worst, even in the best of times. This plan provides that preparation. Please review these guidelines frequently and make sure all staff members within each department are familiar with Noble's crisis communication plan.

We hope you never have to use this information, but be prepared, just in case.

## HOW TO RECOGNIZE A CRISIS SITUATION

The first step in recognizing a crisis situation is understanding the nature of a crisis. Noble is vulnerable to three types of crises:

**Immediate Crises** Immediate crises are characterized by the fact that the event has usually happened before you or the public is aware of it. Examples of immediate crises are:

- Natural disasters (*tornadoes, floods, ice storms*)
- Accidents (*personal or property*)
- Fires, explosions, gas leaks, power outages
- Crimes against persons or property
- Environmental occurrences (*toxic materials in structures, under foundations, etc.*)

**Emerging Crises** Emerging crises are characterized by a series of events that—slowly or quickly—build to a conclusion. Examples include:

- Scandals (*corporate or personal*)
- Lawsuits
- Corporate mergers
- Accusations of wrongdoing

**Sustained Crises** Sustained crises are lengthy, drawn out situations in which negative coverage about the organization or its management are retold many times as the story evolves over a series of weeks or months. Examples of sustained crises are:

- Bankruptcies
- Economic crises that directly impact the organization and/or its services
- Lengthy or sensational lawsuits

## CHARACTERISTICS OF A CRISIS

Regardless of the type, most crises have the following characteristics:

- **Surprise** If the event were anticipated, information could be controlled internally.
- **Terrible Timing** Few crises happen on a Wednesday at 10 am when everybody is available. More likely, a crisis will occur at midnight on July 4<sup>th</sup> or Christmas Eve.
- **Insufficient Information** Because you had not anticipated it, “outsiders” may know about the event sooner than you do.
- **Escalating Flow of Events** Once a crisis occurs, everything happens at once.
- **Loss of Control** Once the crisis becomes public knowledge, your ability to control what is being said is limited.
- **Scrutiny from the Outside** Because you are “news,” all sorts of people, including those representing the media, will begin to call you for information.
- **Employee Uncertainty** The internal rumor mill will be in full swing.
- **Leaks** Unless everyone understands the importance of following the crisis plan, an “unnamed source” who may be unqualified to comment may begin talking to the press.
- **Short-Term Focus** Other activities may grind to a halt as everyone focuses exclusively on the crisis.
- **Quick News Media Response** Emergencies are the most colorful kind of news, and with mobile equipment, the media can be on the scene in minutes. Of course, news travels even faster over the internet, so it will be critical to utilize our own social media channels to “get ahead” of any story.

# OPEN FIRST

## IMMEDIATE RESPONSIBILITIES

A crisis is any event that could have a negative impact on Noble’s operations (*i.e. a fire, a criminal act, or an individual lost in the community*). If you are unsure whether an incident constitutes a crisis, consult your supervisor (*refer to Medical Procedure No. 5 & the Emergency Preparedness Procedures*).

If you are involved in a crisis at Noble or in the community:

- **Call emergency personnel** at Noble (*nurse, etc.*) and outside Noble (*911*).
- **Call your supervisor.**

You or your supervisor must call:

- Chad Linn, *Assistant Vice President of Health, Wellness & Community Supports*
- Your Department Director

Chad will call:

- Julia Huffman, *President and CEO*
- Rita Davis, *Senior Director, Communications & Marketing*

They will determine whether to convene the Crisis Management Team and what the next steps will be.

<b>Core Crisis Team</b>	<b>Office</b>	<b>Cell</b>
Julia Huffman <i>President and CEO</i>	317-375-2708	317-496-1165
Chad Linn <i>Assistant Vice President, Health, Wellness &amp; Community Supports</i>	317-375-2728	317-459-1729
Rita Davis <i>Senior Director, Communications &amp; Marketing</i>	317-375-4256	317-679-5952

It is critical that Noble work with the media through one central point to ensure that our message is consistent. Therefore, employees may not handle news media inquiries.

### REFER ALL MEDIA CALLS TO:

Rita Davis  
*Senior Director, Communications & Marketing*

317-375-4256 w

317-679-5952 c

## **NEWS MEDIA**

If the media arrive at the scene of the incident before Noble's spokesperson does, refer questions to emergency personnel on the scene. They are accustomed to dealing with the media and will know what to say.

If reporters persist in talking with you, refer them to Senior Director of Communications & Marketing Rita Davis at **317-679-5952**. To ensure continuity of message and communications control, all inquiries must be directed to Communications & Marketing.

### **Employees May Not Handle News Media Inquiries**

If you are approached by the media, contact Senior Director of Communications & Marketing Rita Davis (317-679-5952) immediately. If a reporter persists in talking with you:

- State that you do not yet have all the facts about the incident and cannot give an accurate report to them.
- Take the reporter's name and number.
- Ask for the reporter's story deadline.
- Assure the reporter that the Senior Director of Communications & Marketing will call back as soon as possible.

## **IF YOU ARE NOT INVOLVED WITH THE CRISIS**

If a potential crisis occurs at another location or within another program, staff may receive an e-mail from the CEO, Communications and Marketing or Human Resources outlining:

- What has happened.
- What is being done about it.

Staff will be briefed periodically as the situation develops and changes.

**This data will be for your information only.**  
**DO NOT relay it to the news media.**

Any staff who might receive a call from the media must understand the importance of news media inquiries being answered only by Noble's designated spokesperson or by Communications and Marketing (*the need to provide one consistent message*), so forward all news media inquiries to Communications and Marketing at **317-679-5952** immediately 24/7.

# CRISIS MANAGEMENT TEAM PLAN

## IMMEDIATE CRISIS MANAGEMENT TEAM DUTIES

- Quickly gather as much information as possible.
- Determine the primary location of the Crisis Management Team, including the Crisis Communications Information Center.
- Inform each site (*listed below*) of the situation and where all calls should be directed within Noble.
- Direct **ALL** media calls to Communications and Marketing at **317-679-5952**.
- Families of any injured employees should be directed to the department director or Human Resources.
- Legal questions will be addressed by the Crisis Communication Team.
- General questions should be directed to Communications and Marketing.
- Questions (*unless from the media*) should be directed to the program director.

<b>LOCATION</b>	<b>PHONE #</b>
Admin	317-375-2700
East	317-352-1930
Business Enterprises	317-264-1510
Richmond	765-973-9639
Noblesville	317-375-2700

- Post directional signs as needed.
- Establish an official communication for each targeted audience (*may be tailored to the needs of specific stakeholders*). Communications & Marketing will draft this and an FAQ.
- Establish which phone number employees, participants, families and group homes should call for information/updates.
- If needed, notify a public relations service to monitor television, radio, internet and social media coverage and to assist in pushing out "our side" of the story.
- Notify staff located at door entrances to direct all visitors to the designated area. All media should be escorted to the designated area until they can meet with the Senior Director of Communications and Marketing.

## CRISIS COMMUNICATIONS INFORMATION CENTER

The Board Room and Atrium at the Main Office are designated as Crisis Communications Information Centers. The Crisis Information Center may move, depending on the location of the crisis. Items needed are:

- Extra cell phones (*if needed*) and phone chargers
- Work with Human Resources on staffing support
- Desks and chairs for at least two people; the larger the better
- News media forms to fill out when calls come in (*may need to create jotform*)
- Radio and TV
- Cameras
- Paper, pens and pencils
- Laptops and portable printers
- Copies of the Crisis Communications Handbook

For any crisis of significant magnitude, a press room may be needed to conduct interviews with the spokesperson. Again, this room should be identified and used only if needed. The components of a designated press room are:

- Tables and chairs for interviews
- Clean backdrop for interviews (*curtain, etc.*)
- Cell phones serving as outgoing lines & phone chargers
- Paper, pens and pencils
- 110-volt outlets for plugging in television lighting
- Flip chart and markers

Should a major news conference be necessary, Noble should make a conference room available with seating for about 20 people, equipped with a podium and speaker supports like a flatscreen and laptop. Consider serving refreshments.

Possible conference locations: East (*Atrium or Board Room*), Business Enterprises (*Conference Room—the room is small*), Noblesville (*Program Area*) and Richmond (*Conference Room*).

If a crisis would necessitate a gathering area for staff, participants, and family members, determine where that would be. For instance, if a hostage situation were to develop at a satellite office, Noble might want to rent a mobile home or large trailer to place at the site for family members. These can provide a convenient command post for a prolonged crisis:

Pac-Van Storage & Offices  
1850 Kentucky Ave.  
317-489-4808  
pacvan.com

ModSpace  
3268 S. Harding St.  
317-781-1635  
modspace.com

Tyson Onsite  
2301 S. Holt Rd.  
317-241-8397  
tysononsite.com

You may also need to consider disaster recovery, restoration and clean-up services like:

ServPro  
multiple locations  
317-243-3149  
servproindianapoliswest.com

Hays + Sons Restoration  
757 E. Murray St.  
317-788-0911  
hayandsons.com

Wilds Restoration Services  
1341 Sadlier Circle S. Dr.  
317-352-1240  
wildsrestoration.com



## **ORGANIZATION OF THE CRISIS MANAGEMENT TEAM**

Because of the immediate nature of most crises, it is important that a crisis management team can quickly begin working together and determine location(s). Each team member must have specific responsibilities but should be familiar enough with the total plan that he/she could function in any role if a fellow team member is unavailable.

The responsibility of the team is to manage the crisis. This includes oversight of a physical crisis or disaster, and controlling the flow of information into, within and out of the agency during a crisis situation. Team members will shield the spokesperson from as many distractions as possible to ensure that the spokesperson has adequate time and information to prepare the most effective response to all audiences. Team members will handle all calls into and out of the agency.

## **COMPOSITION OF THE CRISIS MANAGEMENT TEAM**

The Noble Crisis Management Team is composed of three levels. Depending on the scope and length of the crisis, the size of the team will change. The Core Team will notify the Crisis Management Team members when needed.

### **Level I Core Crisis Management Team**

Julia Huffman, President & CEO

Chad Linn, Asst. Vice President of Health, Wellness & Community Support

Rita Davis, Senior Director of Communications and Marketing

Department Director(s) affected by crisis

### **Level II** *(to be brought in depending on the nature/severity of the situation)*

Tami Wanninger, Asst. Vice President of Quality, Customer Service & Regulatory Compliance

Other Department Director(s)

Designated spokesperson *(if someone other than the President)*

CFO

Executive Office Assistant

Facility Services

### **Level III** *(to be brought in depending on the nature/severity of the situation)*

Promethius/Information Technology

Human Resources Director

Support Staff

Other Managers as needed

Other staff as needed

If the Core Crisis Team determines that the full Crisis Management Team should be convened, they will take the following steps:

1. Determine the Team Coordinator.
2. Inform and Advise:
  - Officers and Directors
  - Communications & Development Staff
  - Other team members as needed

3. Consider Whether Outside Experts Need to be Called in:
  - Legal counsel
  - Public relations counsel
4. Formulate Strategies:
  - Determine what needs to be done
  - Assign responsibilities
  - Provide direction and support to physical oversight team
  - Determine team location
5. Draft Responses to Media:
  - Proactive response (*talking points*)
  - Reactive response (*FAQ/question and answer for negative questions*)
  - Work with spokesperson in preparing a media response
6. Communicate with Key Audiences:
  - Officers and Directors
  - Board members
  - Staff
  - Media
  - Participants
  - Families
  - Other stakeholders (*group homes, elected & state officials, neighbors, donors, etc.*)
7. Determine Time and Resource Allocation Estimates:
  - Duration of crisis
  - What forces need to be mobilized (*internal personnel*)
  - How long crisis will affect business (*will it last longer than the crisis itself?*)
8. Coordinate:
  - With media to meet deadlines
  - With spokesperson for availability
  - With others who have information (*police, injured parties, etc.*)
  - Release of information to Board Members, employees, media, participants, families, group homes, and other key audiences
9. Evaluate:
  - Crisis Management Plan
  - Thank appropriate people
  - Other follow-up as necessary
  - Follow-up with media, if needed

**Physical Oversight Team:**

- Determine Core Crisis Team supports, including physical support needs, staffing, communication systems, emotional support, etc
- Provide physical supports
- Take the lead at the location of the crisis
- Communicate with Core Crisis Team on regular basis

**Senior Director of Communications and Marketing:**

- Use and distribute a call monitoring sheet
- Screen and prioritize all calls to the CEO and/or designated spokesperson
- Monitor all media requests from the field and transmit to the CEO
- Craft media responses, FAQs and various stakeholder communications
- Prep the CEO/designated spokesperson for responding to the media
- Take photos if appropriate
- E-mail/voicemail/text information to all staff/Noble locations
- Receive all requests for information from the field
- Disseminate any updates
- Monitor all coverage, including television, radio, print and social media

**Note:** If the crisis will be of long duration, Crisis Management Team members should work in shifts and pull in more staff to assist.

## CRISIS COMMUNICATION WITH INDIVIDUALS AND CAREGIVERS

While participants, parents and other caregivers may not be the primary focus of immediate attention in a crisis, how you communicate with them during the situation can greatly impact Noble's image following the crisis.

Therefore, no matter how busy you are responding to the media, you must also consider how you will respond to our stakeholders. Like your media response, your communication with these groups will vary depending on the nature of the crisis.

**Immediate Crisis:** Because the event has already occurred by the time you get involved, there is nothing you can do to prepare your customers, donors and other stakeholders.

Therefore, you must explain:

- What happened
- What your response was/is
- How this event will or will not affect them

The most important consideration is to ensure all people involved receive consistent information as soon as possible.

**Emerging Crisis:** Although you may not be aware of the event when it first occurs, recognize that the news coverage may continue for some time. Therefore, you should contact your audiences as soon as possible. Again, you should tell them:

- What is happening
- Why it is happening
- What you are doing about it
- What effect it will have on them, if any

**Sustained Crisis:** Sustained crises without good crisis communication can seriously harm staff morale and damage Noble's image temporarily or permanently. Depending on the anticipated length of the crisis situation, the Crisis Communications Team should consider using an ongoing communications vehicle, which will also let you communicate with families and caregivers when the crisis is over.

## TIPS TO REMEMBER DURING A CRISIS

- Visibility of the President or spokesperson is important.
- Control rumors. The best defense is frequent, high quality, factual information.
- Do not hold anything back. Make everything possible public. The more people know about what is going on, the less they fear.
- Update frequently (*website, social media outlets, e-mail, etc*).
- Explain the situation in simple "sound bites" as much as possible.
- Hold few news conferences, if any.
- Spotlight any heroes in the situation.
- Designate only one spokesperson. Ensure that the spokesperson is available to media and others 24/7.
- Monitor all forms of media for coverage.
- Introduce the spokesperson to the media when he/she arrives at the scene.

# Key Staff Phone Numbers

	Office	Cell
Joanne Bendush-Hester <i>Nurse, Community Living</i>		317-750-6299
Danny Bray <i>Senior Director, Employment Services &amp; Eastern Indiana</i>	317-375-2716	765-914-8386
Patience Carter <i>Manager, Community Living</i>		317-798-9921
Molly Cleek <i>Director, Early Intervention Services</i>	317-329-1000	317-513-1986
Rita Davis <i>Senior Director, Communications &amp; Marketing</i>	317-375-4256	317-679-5952
Stephanie Edmond <i>Manager, Community Campuses</i>		251-327-6398
Buffy Fredriksz <i>Manager, N.E.W.S. &amp; Crews</i>	317-375-4248	765-631-9382
Diane Gann <i>Director, CFL, Camps &amp; Respite</i>	317-254-6623	317-496-3034
Karen Gray <i>Nurse</i>	317-375-4236	765-977-0891
Olatoye (Tony) Haniyi <i>Manager, Community Living</i>		317-603-8470
Erin Hardwick <i>Director, Business Process Improvement</i>	317-375-2703	317-413-3550
Julia Huffman <i>President and CEO</i>	317-375-2708	317-496-1165
Chad Linn <i>Assistant Vice President, Health, Wellness &amp; Community Supports</i>	317-375-2728	317-459-1729
Delaina Lipsey <i>Director, Community Living</i>	317-375-2724	317-985-4103
Dionne Miles <i>Manager, Community Living</i>		317-220-3351
Tony Palmer <i>Director, Behavior, Music &amp; Recreational Therapies</i>	317-264-1479	317-260-0697
Shaunna Redd <i>Director, Human Resources</i>	317-375-2701	317-418-5266
Kristy Stewart <i>Manager, Central Indiana Community Employment</i>	317-815-6236	317-850-4071
Kendel Tilton <i>Director, Adult Services</i>	317-264-1444	317-796-7545
Angie Tyler <i>Chief Financial Officer</i>	317-375-2706	317-658-7996
Tami Wanninger <i>Asst. Vice President of Quality, Customer Service &amp; Regulatory Compliance</i>	317-375-2723	317-507-9390
Monisa Willis <i>Manager, Community Living</i>		317-200-6524



# Crisis/Critical Incident Call Monitoring Sheet

Your Name \_\_\_\_\_

Name of Caller \_\_\_\_\_

Title/Who Caller Represents \_\_\_\_\_

Time of Call \_\_\_\_\_ Deadline \_\_\_\_\_

Questions \_\_\_\_\_

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Did the Caller Ask for More Information? \_\_\_\_\_

Your Response \_\_\_\_\_

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Did You Refer the Caller to Communications and Marketing? \_\_\_\_\_

Did You Promise the Caller a Response? \_\_\_\_\_

By What Time? \_\_\_\_\_

Additional Comments \_\_\_\_\_

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Disposition of Information \_\_\_\_\_

**Only Noble spokesperson and/or Communications and Marketing  
responds to media calls. Communications and Marketing: 317-679-5952**

# EMERGENCY PHONE NUMBERS

## POLICE AND FIRE DEPARTMENTS

**EMERGENCY**  
911

## UTILITIES

Vectren	800-777-2060
IPL	317-261-8111
Citizens Energy Group	317-924-3311
Duke Energy	800-343-3525

## OTHER EMERGENCY NUMBERS

Adult Protective Services	800-992-6978
Alcohol, Tobacco and Firearms	317-287-3500
Animal Care Services	317-327-1397
Child Abuse & Neglect Hotline	800-800-5556
FBI	317-595-4000
Indiana Poison Center	800-222-1222
Missing & Exploited Children	800-843-5678
Rape Crisis Hotline	800-656-4673
Suicide Hotline	317-251-7575

## HOSPITALS

Community Health Network	317-621-7777
Hancock Regional Hospital	317-462-5544
Hendricks Regional Health	317-745-4451
Johnson Memorial Hospital	317-736-3300
Methodist Hospital	317-962-8355
Reid Hospital (Richmond)	765-983-3000
Riverview Health (Noblesville)	317-773-0760
St. Vincent — 86th Street	317-338-2345
St. Vincent — Carmel	317-582-7000
Eskanazi Health	317-880-0000
St. Francis Hospital	317-528-5000

# **MEDIA GUIDELINES**

## **MEDIA RESPONSE**

Because the news media is the primary element in creating public awareness of a problem and turning it into a crisis situation, it is important to understand how the media generally responds to crisis situations.

While it is seldom possible to predict a crisis, the media will likely:

- Act quickly.
- Want headlines and soundbites, not a lengthy “your side of the story.”
- Have the “last word.”
- Have a short attention span. The first story is often the last.
- Follow up only if the story is interesting enough.
- React based on the organization's "reputation."

How Noble works with the media throughout the year may determine how the media treat the agency during a crisis. Conversely, how Noble responds to the media in a crisis may determine the tone and extent of future coverage during non-crisis situations.

## **WHAT DO THE MEDIA WANT?**

It is important to understand what the media are interested in during a crisis situation.

Although reporters may ask many questions, the information they really want can be summarized into the following few categories. These are the most important questions that you must be prepared to answer if asked.

- What happened or what is happening?
- Who is responsible?
- What will the consequences be on Noble’s operations, staff, participants and the public?
- What will happen next?
- What are you going to do about it?
- When and where did it happen?

All other questions will probably be amplifications or clarification of these basic queries.

*Remember:* **Employees CANNOT Handle Media Inquiries**

Direct all media inquiries to Communications and Marketing  
and/or the agency spokesperson.

**Call 317-679-5952**



## SPOKESPERSON TIPS

Noble's Spokespersons:

- President and CEO Julia Huffman
- Senior Director of Communications and Marketing Rita Davis
- Another individual designated by the CEO

The Noble spokesperson performs a key role during a crisis. How successfully information is communicated depends directly on the spokesperson.

The following tips may be helpful:

- **Express Concern:** No matter what the nature of the crisis or what your message will be, begin each media contact by expressing concern.  
*"Before we begin, just let me say that we are very concerned about what has happened, and we are doing everything we can to resolve this situation."*  
Be prepared to explain what you are doing to resolve the situation.
- **Remain Calm:** The public and the media need to know that you have the situation under control.
- **Meet the media on "your turf."** You'll be much more at ease in your office than in a TV studio.
- **Stand behind a podium.** This will limit your natural tendency to fidget and look nervous. Podiums also allow you to have notes in front of you.
- **Look directly at the reporter/camera.** Looking down or looking away makes you appear untrustworthy.
- **If you're standing out in the open, hold an iPad, a portfolio or a clipboard.** Any of these makes you look like you have official information. Most nonprofessional spokespeople either wave their arms around (*which distracts from what they're saying*), put their hands in their pockets (*which makes their suits look sloppy*) or cross their arms (*which is a hostile body language signal*).
- **Do not hurry your answers.** You'll say something you don't mean, and you don't have the power to edit. Instead, pause and look directly at the reporter until you're ready to comment. If it's TV, dead air time will be edited out anyway. If the reporter stops talking and stares at you, don't be tricked into jumping in with more information. Just stare back. This is a technique some reporters use to get you to say more than you had planned.
- **Tell only what you know for sure.** If the situation is developing, good reporters will try to get you to speculate on what may happen next. If this happens, simply go back to what you just said: "As I said before, all we know at this time is that..."

- **Tell who, what, when, where, why & how.** We're taking action, we're working quickly, we're fixing the problem and here's how you can help. Be prepared to be specific on follow-up questions, like "Who's taking action?" or "What's your timeline?" Plan ahead for these questions. If you know that you can't be specific right now, let them know that. "We are currently trying to determine that," could be one answer.
- **Do not release names, personal information or monetary estimates** of damage in the case of an emergency. You can say, "It is Noble's policy to protect the privacy and confidentiality of the people we serve and our employees." Refer reporters to law enforcement personnel for this information. After information has been released by law enforcement and/or next of kin have been notified, you can release information. In many cases, law enforcement will have received the information from Noble staff.
- **Do not speculate or assign blame** to anyone or any entity, even if you know who or what was responsible. There are obvious legal ramifications to this.
- **It is ok to say "I don't know."** That is an honest response.
- **Never say "No comment"** or "I can't discuss that." Those are hostile/defensive responses that make you look like you're covering up the facts.
- **Treat all media equally in crisis situations.** A crisis is not the time for an "exclusive." Be consistent in what you tell each media representative. Do not give conflicting reports.
- **Do not use colorful language or acronyms.** Avoid using industry "lingo." Instead, use person-first language that ordinary people understand.
- **Do not rely on the media to ask the right questions.** Offer pertinent details and information to the media should reporters leave any area uncovered.



# Media, Social Media and Publicity Release Form

*Please Select One of the Following:*

\_\_\_\_\_ **ANNUAL CONSENT FOR FILE ID** I, \_\_\_\_\_,  
hereby agree to allow my photo to be placed in my files for ID/emergency purposes. This consent will remain in effect for one (1) year or until revoked in writing, whichever comes first. Revoking this consent will apply to all future uses. It will not apply to past uses during which I gave my consent for my photo and information to be used for File ID purposes. I hereby hold Noble and its affiliates harmless from any and all liabilities that might arise from such uses.

*OR*

\_\_\_\_\_ **SPECIFIC PURPOSE CONSENT** I, \_\_\_\_\_,  
hereby agree to allow my photo/information to be used by Noble in the following way(s)  
*(PLEASE CHECK ALL THAT APPLY):*

- Traditional Media (i.e. TV, newspaper, radio, magazine, etc)
- Marketing (i.e. brochures, newsletters, videos, displays, etc)
- Social Media (i.e. website, Facebook, etc)

for this specific purpose\*: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I understand that my photo/information may be used for purposes like publicity, education and training, grants, fundraising, special events promotion and awards/recognition.  
\* Specific purposes may include billboards, signage, marketing collateral, special projects, etc.

Individual's Signature	Printed Name	Date
Guardian Signature <i>(if applicable)</i>	Printed Name	Date
Parent/Primary Caregiver Signature	Printed Name	Date
Noble Staff Signature	Printed Name	Date



**Noble**  
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# About Noble

- Noble was founded in 1953 by families of children with disabilities. We are governed by a volunteer Board of Directors comprised of community and business leaders.
- Our Mission: To expand opportunities and enhance the quality of life for people with disabilities and their families through individualized services.
- Noble serves 3,000+ Central and Eastern Indiana residents with disabilities like Down syndrome and autism. A developmental disability is one that occurs before age 18. Approximately 93% of our services are provided in the community.
- Noble provides services to children and adults in the community and at these locations:
 

Main Offices	7701 E. 21st St.	317-375-2700
Business Enterprises	2406 N. Tibbs Ave.	317-264-1510
East	7701 E. 21st St.	317-352-1930
Richmond	750 NW 13th St., Bldg 209	765-935-9731
Noblesville	216 Lakeview Drive	317-375-2700
- Children and Youth Services provides community-based and home-based First Steps therapies, education, Summer Camps and support to over 1,300 children and their families.
- We are actively assisting over 500 people with disabilities work through Community Employment, Noble Employment & Workforce Services, Entrepreneurial Services, Career Discovery Experience and Business Enterprises. This does not include the number of people we've helped become successfully employed who no longer require any supports from us. Noble launched the state's first Community Employment service in 1986.
- Through Respite Services, Center for Family Leadership trainings and the resources we help families connect with, we touch the lives of nearly 600 per year.
- We provide Music, Recreational, and Behavioral therapies to 280 individuals each year.
- Over 250 adults develop new skills, volunteer and enjoy therapeutic art through Community Exploration and Community Integration Day Services.
- We provide Community Living services to over 30 adults in their homes each year.
- Noble's annual operating budget is approximately \$11 million. Noble receives 14% of its funding from United Way and fundraising, 67% from government agencies, 11% from employment and group home contracts, and 9% from City-County Council. Other funds come from fees and investments. A 501(c)3 not-for-profit, donations are tax-deductible.
- Noble is affiliated with The Arc of Indiana, The Arc U.S., SIPN, INAPSE, Indiana Association of Behavioral Consultants and INARF. Our stellar business practices have earned GuideStar's Platinum Seal of Transparency. Noble is a member of Indy Chamber, Indy Black Chamber, One Zone, Richmond Chamber and the Diversity Roundtable of Central Indiana. Accredited by CARF and the Better Business Bureau, we are a United Way of Central Indiana community partner. As The Arc of Greater Indianapolis for Marion and Hamilton Counties, we advocate public policy that supports the rights of all individuals.



## **Employment Services** (*Adults*)

Individuals in Noble's Employment Services will choose from the options below with schedules tailored to each person:

- **Community Employment** Community Employment (Extended Services) Noble founded the state's first Community Employment in 1986, and it's the primary goal for adults we serve. This customized personnel service supports people with disabilities who want to work in the community by helping employers hire, train and support the individual's career success.
- **Career Discovery Experience Classes** (CDE) (PV08) are time-limited, outcome-driven classes that teach "soft" and "technical" job skills with the goal of securing a job through Community Employment. Pre-Vocational Classes are offered in both Central and Eastern Indiana.
- **Entrepreneurship** provides the time and space for individuals interested in entrepreneurial efforts to complete their work. For example, an individual interested in creating artwork to sell will have the tools, space and time to complete pieces that can be sold at Noble events, local art fairs, and through online venues. Individuals may choose to collaborate with local artists or create pieces on their own.
- **Volunteer Work** connects individuals with volunteer opportunities at non-profits in the community, with some work completed at Noble in collaboration with community volunteers. The goal is to help the individual give back as well as develop job skills.
- **Noble Employment & Workforce Services** (*N.E.W.S.*) provides supervised work opportunities in Central Indiana, with small groups working at various companies on a contract basis making at least minimum wage. N.E.W.S. employees are supervised by one or more Noble staff at each site.
- **Ticket to Work** helps Social Security beneficiaries return to work through our Community Employment service. There are many protections and supports available to you. As an approved Ticket to Work provider, our knowledgeable staff will guide you through the process, making sure you understand how working may affect your benefits and how to use Work Incentives most effectively.

## **Community Integration** (*Adults*) (DHG4) (ADS)

This service provides opportunities to enjoy activities based on interests & needs like personal & life skills training, social & leisure activities, career exploration, tech coaching & volunteering. Through the Person Centered Individual Support Plan, individuals identify interests, needs & activities to build skills. They decide if they want to pursue these activities at Noble, in small groups in the community, or one-on-one with staff in the community. Individuals can also experience gardening, Therapeutic Art and music.

## **Community Exploration** (*Youth and Adults*) (*formerly known as CHIO*) (DHG4)

Community Exploration provides one-on-one and small group support outside of the home. The focus can be on learning a skill, pursuing hobbies, volunteering, socializing with friends, enjoying leisure activities, practicing communication skills and working to build relationships and natural supports.

## **Music Therapy** (*Youth and Adults*) (MUTH)

Music Therapy is provided by our Music Therapists and is a person-centered individualized therapy that utilizes music to help achieve non-musical goals such as fine motor skills, expressive & receptive communication skills, sensory processing skills & social skills. Music Therapy can take place at our locations or in the individual's home.

**Recreational Therapy** (*Youth and Adults*) (RETH)

Recreational Therapy is designed to restore, remediate & rehabilitate a person's level of functioning & independence in life activities, and promote health and wellness. This individualized therapy uses various activities as a form of active treatment to improve the physical, cognitive, emotional and social functioning and to increase independence. Services take place at Noble and at community locations depending on individual needs.

**Community Living Residential Services** (*Adults*) (RHSO)

This residential service is tailored to the unique needs of each person. Rather than a group home, individuals live in apartments or homes they choose, with a roommate or two of their choice. While some people receive a few hours of support a day, others need 24/7 supports. The focus is on helping each person develop the skills to live as independently as possible, embrace a healthy lifestyle, maintain employment and participate fully in the community.

**Behavioral Therapy** (*Youth and Adults*) (BMGO)

Behavioral Therapy helps individuals design & implement a plan that incorporates supports tailored to their needs, teaches coping strategies and helps them successfully achieve their goals. Behavioral Therapy develops supports to help individuals increase socially appropriate, desired behaviors while modifying or replacing unhealthy behaviors.

**Respite** (*Youth and Adults*) (RSPO)

Respite is provided on a short-term basis to individuals who can't care for themselves. The goal is to offer temporary relief to those who typically provide care. Respite can be provided in the person's home or in a camp setting. The state does not allow Respite to be provided on a continuous basis in order for parents to go to work or school.

**Participant Assistance and Care** (*Youth and Adults*) (PAC)

Participant Assistance and Care (PAC) Services help individuals live successfully in their own homes, function and participate in their communities. PAC helps the individual complete daily living activities, provide self-care & work to overcome mobility issues.

**Early Intervention and Youth Services** (*Birth – School*) (Non-Waiver)

First Steps home-based early intervention therapies help babies & toddlers with or at risk for developmental delays. Provided through our Kids Only division, our First Steps team includes Developmental, Physical, Speech and Occupational Therapists. Noble also offers summer day camps, therapies and supports to school-age children.

**School-to-Work** (*High School-Age Students*) (Non-Waiver)

Noble partners with high schools to help students with disabilities gain job experience and prepare for life after graduation, easing the transition from the classroom to the workforce.

**Pre-Employment Transition Services** (*High School-Age Students*) (Pre-ETS) (Non-Waiver)

Noble partners with several high schools in Central & Eastern Indiana to support and enhance their transition services by providing Pre-ETS services like job exploration and counseling, work-based learning experiences, instruction on workplace readiness & self-advocacy, & help with post-secondary education counseling & enrollment.

**Center for Family Leadership** (*Families and Caregivers*) (Free/Open To All)

To connect parents of children with disabilities with needed resources within our community, we provide frequent parent trainings and workshops. The Center for Family Leadership is generously supported by the Harriet P. Irsay Endowment Fund.

**Advocacy Through The Arc** (*Everyone*) (Free)

You have the right to determine the path your life takes, and Noble is your advocate. As The Arc of Greater Indianapolis—the local chapter of The Arc US/The Arc of Indiana—we will also teach you and your loved ones how to advocate for your rights.



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# Administrative Offices

## Facility Overview

Noble's Administrative Office is located at Noble East, at 7701 East 21<sup>st</sup> Street. The building is owned by Noble, and houses our largest group day services as well as:

- Administrative Offices
- Human Resources
- Fiscal
- Communications and Development
- Kids Only, Inc.

Noble's Main Office is open 8 am to 5 pm, Monday through Friday.

For more information, contact Communications and Marketing at 317-375-4256.

## Directions

### Going East

- Take I-70 East to Shadeland Avenue and turn right (south)
- Turn left (east) at 21<sup>st</sup> Street
- Turn right (south) at entrance (Wellesley)
- Noble East is on the left side of the street

### Going West

- Take I-70 West to Shadeland Avenue and turn right (south)
- Turn left (east) at 21<sup>st</sup> Street
- Turn right (south) at entrance (Wellesley)
- Noble East is on the left side of the street

### Going North and South

- Take I-465 East to I-70 West
- Take the Shadeland Avenue exit before merging onto I-70 West
- Turn right (south) on Shadeland Avenue
- Turn left (east) at 21<sup>st</sup> Street
- Turn right (south) at entrance (Wellesley)
- Noble East is on the left side of the street



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# Noble East

## Facility Overview

Noble East is located at 7701 East 21<sup>st</sup> Street, and is owned by Noble. It houses Noble's Administrative Office as well as the agency's largest adult day services site.

Services and staff based out of Noble East include:

- Adult Day Services
- Community Integration
- Community Exploration staff
- Community Employment staff
- Staff Computer Lab
- N.E.W.S./Work Crews staff
- Music, Recreational and Behavioral Therapy staff
- Therapeutic Art/Entrepreneurial Art
- Giving Sun Garden and Sensory Garden

Noble East is open 8 am to 4 pm, Monday through Friday.

For more information, contact Communications and Marketing at 317-375-4256.

## Directions

Going East

- Take I-70 East to Shadeland Avenue and turn right (south)
- Turn left (east) at 21<sup>st</sup> Street
- Turn right (south) at entrance (Wellesley)
- Noble East is on the left side of the street

Going West

- Take I-70 West to Shadeland Avenue and turn right (south)
- Turn left (east) at 21<sup>st</sup> Street
- Turn right (south) at entrance (Wellesley)
- Noble East is on the left side of the street

Going North and South

- Take I-465 East to I-70 West
- Take the Shadeland Avenue exit before merging onto I-70 West
- Turn right (south) on Shadeland Avenue
- Turn left (east) at 21<sup>st</sup> Street
- Turn right (south) at entrance (Wellesley)





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# Business Enterprises

## Facility Overview

Noble Business Enterprises, featuring more than 40,000 square feet of workspace, is located at 2406 North Tibbs Avenue. The building is owned by Noble.

Formerly Noble Industries, Business Enterprises offers employment options and other services, including:

- Community Integration
- Entrepreneurial Art
- N.E.W.S./Work Crews staff
- Community Exploration staff
- Community Employment staff

Business Enterprises is open 8 am to 4 pm, Monday through Friday.

For more information, contact Communications and Marketing at 317-375-4256.

## Directions

- Take 465 West to the West 10<sup>th</sup> St. exit and go east on 10<sup>th</sup> St.
- Turn north (left) on Tibbs Ave.



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# Noble Richmond

## Facility Overview

Noble Richmond is located at 750 NW 13<sup>th</sup> Street, Buildings 209 and 210 in Richmond. It houses staff providing:

- Community Employment
- Community Exploration
- Respite
- PAC Services
- School to Work (Pre-ETS) Transition Services

Noble Richmond is open 8 am to 4:30 pm, Monday through Friday.

For more information, contact Communications and Marketing at 317-375-4256.

## Directions

Going East

- Take I-70 East to Exit 149A
- Merge onto Williamsburg Pike
- Turn right onto Indiana Avenue
- Turn left onto NW 13<sup>th</sup> Street at the stop sign



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# Noblesville

## Facility Overview

This site is located at 216 Lakeview Drive in Noblesville. The building is owned by Noble.

The Noblesville location offers:

- Summer Day Camps
- Small Group Day Services
- Center for Family Leadership
- Meeting Rooms/Conference Space
- Pass-Through Staff Computer Space

Noble North is open 8 a.m. to 4:30 p.m. Monday through Friday.

For more information on Noble, contact Communications and Marketing at 317-375-4256.

## Directions

- Take I-465 to I-69 and head north.
- Take I-37 North.
- Turn left onto Connor Street/IN-32/IN-38.
- Follow IN-32.
- Turn slight right onto Lakeview Drive.
- It is located approximately three blocks from Riverview Health.

# SITUATION 1

## INDIVIDUAL LOST IN THE COMMUNITY

Although ensuring the location and safety of the individual is the top priority, it is important to properly handle any calls from the media, police or parents regarding the situation. See Program Procedure #51 in this manual.

### **Procedures:**

1. The Crisis Management Team, specifically the Asst. Vice President of Health & Wellness, must quickly gather as much information as possible—where the individual was last seen and what specific steps are being taken to locate the participant.
2. Determine when to notify local police.
3. Determine the location of the Crisis Management Team. That location will be dictated by the situation. More than one location may be necessary.
4. Designate two or three phone lines to be used for incoming calls from those working to locate the individual. Let them know they are to call those numbers with periodic updates. Lines would be staffed by the department leading the search. Determine locations of the phone lines.
5. Determine a representative to communicate with the family and support group of the individual that is lost and update them frequently.
6. Meet with spokesperson to prepare media response.
7. Determine what audiences are impacted by the situation and then develop and implement a communications plan for each. Reference the Crisis Plan section of this manual for a list of all audiences.
8. Consider bringing in stress counselors.

# SITUATION 2

## VEHICULAR ACCIDENTS

### **Procedures:**

1. If appropriate and timely, immediately go to the scene.
2. Assign a representative to contact the family to offer support & open communication.
3. If staff was involved, Director of Human Resources should immediately begin following procedures.
4. Assign staff to transport other Noble individuals who were involved in the accident but **not** injured.
5. Gather facts from police authorities and any employees or individuals involved. Get the name and phone number of the officer handling the accident.
6. Determine the location of the Crisis Management Team. That location will be dictated by the situation, and more than one location may be necessary.
7. Implement the Crisis Communications Plan to respond to any news media inquiries.
8. Meet with the spokesperson to prepare a media response. Specific questions about the accident should be directed to the police department.
9. Be careful not to place or insinuate blame. Let the police make that determination.
10. Determine what audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan section of this manual for a list of all audiences.
11. Consider bringing in stress counselors.

## **SITUATION 3**

### **DEATH OF AN INDIVIDUAL WHILE RECEIVING NOBLE SERVICES**

#### **Procedures:**

1. If appropriate and timely, go to the location or scene of the incident.
2. Once at the scene, gather facts from police, staff, individuals served, or other authorities involved. Get the name and phone number of the officer handling the case.
3. Determine the location of the Crisis Management Team. Location for team members will be dictated by the situation. More than one location may be necessary.
4. Send a representative to the family/caregiver of the individual.
5. Plan to respond to any media inquiries if necessary.
6. Meet with the spokesperson to prepare a media response.
7. Refer all specific questions regarding circumstances of the incident to police or other authorities if they are involved.
8. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan section of this manual for a list of all audiences.
9. Consider bringing in stress counselors.

## **SITUATION 4**

### **INDIVIDUAL INVOLVED IN CRIMINAL BEHAVIOR IN THE COMMUNITY**

**Procedures:**

1. Gather facts from police, authorities and staff involved. Get the name and phone number of the police officer handling the case.
2. Determine the location of the Crisis Management Team. That location will be dictated by the situation; more than one location may be necessary.
3. Plan to respond to any news media inquiries.
4. Meet with spokesperson to prepare media response. Have fact sheets available covering those Noble programs in which the individual is involved.
5. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan section of this manual for a list of all audiences.

# **SITUATION 5**

## **INDIVIDUAL VICTIMIZED**

### **Procedures:**

1. Gather facts from the police and authorities involved. Get the name and phone number of the police officer handling the case. Confirm that IMPD Victim's Assistance and Adult Protective Services/Child Protective Services have been contacted.
2. Determine the location of the Crisis Management Team. That location will be dictated by the situation; more than one location may be necessary.
3. Plan to respond to any news media inquiries.
4. Meet with the spokesperson to prepare a media response. All steps should be taken to preserve the individual's confidentiality.
5. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan section of this manual for a list of all audiences.
6. Consider bringing in stress counselors.



# SITUATION 6

## ACCUSATION OF IMPROPRIETY BY AN EMPLOYEE

**Spokesperson:** CEO, a staff member designated by the President, or the agency attorney.

*While the guilt or innocence of the employee is uncertain, this situation could have serious consequences regardless of outcome. It certainly could have a direct effect on parents, who may question Noble's practices. See the relevant Procedures in this manual.*

### **Procedures:**

1. When notified, immediately convene the Crisis Management Team. Call all offices to ensure media inquiries are sent to Communications and Marketing at 317-679-5952.
2. The President should meet with corporate officers, the accused employee, attorney and others as needed, to determine the validity of the complaint.
3. Regardless of whether the complaint seems valid, draft a response for the spokesperson to respond to all media inquiries.
4. Determine other audiences impacted by the situation and then develop and implement a communications plan for each. Refer to the manual's Crisis Plan for a list of audiences.
5. If appropriate, draft a statement on the situation to send to all offices and directors. Establish a hotline. Make all staff aware of the "hotline" for questions from parents, case managers, group homes and individuals served.
6. Keep employees updated on the developing situation.
7. If the complaint is valid, and the employee will be terminated without prosecution, follow the guidelines below. However, even if the person no longer works for Noble, the agency will continue to be part of the story if the issue goes to trial so a crisis situation will still exist.
  - CEO, Asst. VP of Health & Wellness and Senior Director of Communications and Marketing will meet with agency officers to discuss a release to the media, allowing the first story to be at our timing and on our terms. Convene the Crisis Management Team.
  - If the decision is made not to issue a release, prepare a media response in case a media contact occurs if/when the matter becomes public knowledge.
  - Draft a memo explaining the situation and what Noble is doing about it. This should be distributed with any media release to all offices and department directors. Include a "hotline" number to call with questions.
  - After the employee has been terminated and media coverage has ceased, debrief staff and others, as deemed necessary.
8. If the parent (*or the participant*) decides to prosecute:
  - Follow the steps above to handle the immediate crisis.
  - Involve agency attorney.
  - As the trial approaches, reconvene the Crisis Team and draft a media response.

**Proactive Issues Management:** Consider additional staff training to prevent this situation.

# SITUATION 7

## SUSPECTED ABUSE/NEGLECT OF AN INDIVIDUAL WHILE RECEIVING NOBLE SERVICES

Noble Program Procedures 48 and 49 (see Procedure section of manual) address suspected abuse/neglect of individuals by staff. This zero-tolerance policy states:

*Under no circumstances will abuse or neglect of persons served be tolerated in any Noble services. Any suspected cases of abuse or neglect by staff are to be immediately reported to the the appropriate Department Director(s) and staff suspended pending investigation. Additionally, every case of suspected neglect/abuse will be reported to the appropriate authorities for disposition.*

### **Procedures:**

1. Contact the appropriate authorities.
2. If appropriate and timely, go to the location or scene of the incident.
3. Once at the scene, gather facts from staff, family, individuals served, or other authorities involved. Get the name and phone number of the officer handling the case.
4. Determine the location of the Crisis Management Team. Location will be dictated by the situation.
5. Crisis Management team determines who will head up an internal investigation.
6. Plan to respond to any media inquiries, utilizing the talking points on the following page.
7. Meet with the spokesperson to prepare a media response.
8. Determine what audiences are impacted and implement a communications plan for each.

### **Staff Talking Points:**

- Noble has always put the health and safety of the individuals we serve first and foremost. If an allegation of abuse or neglect is made, Noble will contact the appropriate authorities, launch a thorough investigation, and take immediate action to ensure the continued health and safety of those we serve.
- Noble employs a number of measures to prevent abuse, neglect or exploitation, including:
  - Training on how to recognize and report suspected abuse and neglect
  - Training on the use of positive behavior supports
  - Providing everyone we serve with written information about their rights, including who they can contact with any concerns
- Noble has a written zero-tolerance policy to handle suspected abuse or neglect (*above*):
- Staff is trained on this during New Hire orientation. This procedure is reviewed annually, and is provided to all staff during annual training renewals.
- Noble believes that individuals with disabilities are best served through person-centered planning. This process includes the individual, family members and others who know and care about the individual, and then helps them draw together the services and supports, both professional and informal, to carry out the person's individualized plan.

## **SITUATION 8**

### **RAPE/SEXUAL ASSAULT OF AN INDIVIDUAL SERVED OR EMPLOYEE WHILE AT NOBLE**

#### **Procedures:**

1. Facts on the situation will be gathered by the police and a representative of the Sex Offense Division. Do not release the name of the victim to anyone and tell all participants and employees to do the same. Do not notify family without first talking with either the victim or the police representative from the Sex Offense Division. *(This will be handled by the Asst. Vice President of Health & Wellness and Director of Human Resources.)*
2. Immediately go to the scene, if appropriate and timely. Keep news media away from the victim as much as possible. If the victim is an employee, HR will assist in the situation.
3. Determine the location of the Crisis Management Team. Location will be dictated by the situation, and more than one location may be necessary.
4. Immediately implement the crisis communications procedure involving control of the phones in Admin and satellite offices.
5. Meet with the spokesperson to prepare a possible media response. Direct specific questions regarding the crime to the police.
6. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
7. Consider a communication to staff and individuals served, emphasizing Noble's concern and calming the fears of individuals served and employees. Management will review what steps should be taken to avoid a similar occurrence. In the meantime, suggest precautions like walking to cars in pairs at night, etc.
8. Consider bringing in stress counselors.
9. Consider bringing in police personnel to staff meetings to discuss protection issues for both individuals served and employees.

# SITUATION 9

## FIRE AT THE OFFICE

*Refer to Safety Procedure #5 in the Procedure section of this manual.*

### **Procedures:**

1. Crisis Management Team members should go immediately to the scene. The Fire Department will be the primary spokesperson on the fire.
2. Gather facts from emergency personnel on site. Much of the information about the fire can be asked of the Fire Department's information officer at the scene.
3. Alert the spokesperson and draft a response. The spokesperson should go to the scene, particularly if media are present.
4. Noble's response should be one of concern for employees and individuals involved and reassurance that the program will be up and running as soon as possible. In the meantime, preparations will be made, etc... For insurance purposes, and to protect Noble, don't speculate on causes or damage estimates. Leave that to the Fire Department.
5. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
6. Consider bringing in stress counselors.

# SITUATION 10

## THEFT AT THE OFFICE

### **Procedures:**

1. If appropriate and timely, immediately go to the scene.
2. Gather facts from the police and employees involved.
3. Determine the location of the Crisis Management Team. Location will be dictated by the situation, and more than one location may be necessary.
4. Plan to respond to any news media inquiries at the Main Office and satellite office that was robbed.
5. Meet with the spokesperson to prepare a media response. Typically, any specific questions about the crime should be directed to the police department. Have the name and phone number of the officer in charge for forwarding calls.
6. If pushed for some response, say: "Noble is cooperating with the police investigating the situation. Any official response to the situation will be made by the police department."
7. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
8. E-mail all offices to explain the situation and reassure them of the isolated nature of this crime. Also, suggest that management review what further steps should be taken to avoid a similar situation.

**Proactive Issues Management:** Bring in police personnel to discuss protection issues against criminal offenses for staff. Particular attention could be given to appropriate behavior during a robbery to avoid injury.

# SITUATION 11

## KIDNAPPING OF AN EMPLOYEE OR INDIVIDUAL SERVED

Falling in the classification of an emerging crisis, this type of very sensational situation will probably require that you temporarily expand the size of the Crisis Management Team to handle the volume of inquiries you can expect to receive. If the situation involves a ransom scenario or is, in reality, a hostage situation, you should leave most media contact to the police agencies involved. However, solid internal communications will be vital.

Because kidnapping is such a serious crime, and assuming the perpetrator is eventually apprehended, the emerging crisis may well become a sustained crisis as all of the information of the original crime is revisited by the media during the trial.

### **Procedures:**

1. Immediately mobilize the Crisis Management Team.
2. Determine the location of the Crisis Management Team. Location will be dictated by the situation, and more than one location may be necessary.
3. Set up the press room and be prepared to remain there until the situation is resolved.
4. Work with law enforcement on what information they want released. Remember: Nothing can be released until the family has been notified.
5. Gather and be prepared to release the following information to the media:
  - Name of the employee/individual served
  - Age
  - Job title/program
  - Number of years with Noble
  - Police representative to whom calls should be directed.
6. Set up a hotline separate from the phones in the press room.
7. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
8. Consider bringing in stress counselors.

# SITUATION 12

## DEATH OF AN EMPLOYEE

### Procedures:

#### *Scenario 1: Death Under Normal Circumstances (Illness, Injury)*

1. Gather facts on the circumstances of the death. Write a news release to include experience, service and honors. Send a release to local newspapers and the individual's hometown. Take into consideration the wishes of the deceased's family and coordinate with the funeral home making the final arrangements.
2. Communicate to all appropriate audiences.

#### *Scenario 2: Death Under Speculative Circumstances (Murder, Suicide)*

1. Immediately mobilize the Crisis Management Team.
2. Meet with Noble officers and outside counsel, if needed, to discuss the option of a release to media, allowing the first story to be at your timing and on your terms. Convene the Crisis Management Team to make any necessary preparations.
3. If information on the death is not for release, contact law enforcement authorities investigating the death to advise them that all media inquiries will be directed to them. Direct all media inquiries to the law enforcement agency involved.
4. If information on the death is for release, write a news release for local distribution. Express sorrow and Noble's concern, and include biographical information. Be prepared to release the following information to the media:
  - Employee's name
  - Age
  - Job title
  - Number of years with the agency
  - Police representative to whom calls should be directed
5. Even if a release is sent to the media, communicate with internal audiences. Set up an employee communications plan to provide frequent updates. Set up a separate "hotline" for employee calls.
6. As soon as the crisis has been resolved, institute debriefing procedures.

# SITUATION 13

## SUICIDE OR ATTEMPTED SUICIDE OF EMPLOYEE OR INDIVIDUAL SERVED

### Procedures:

#### *Scenario 1: Noble Learns of the Suicide After It Has Occurred*

1. Immediately mobilize the Crisis Management Team.
2. Assuming information on the death is for release, communicate to appropriate audiences, expressing sorrow and Noble's concern, and include biographical information. Be prepared to release the following information:
  - Employee's name
  - Age
  - Job title
  - Number of years with the agency
3. Consider making grief counselors available.

#### *Scenario 2: Threat of Suicide*

1. Immediately contact the appropriate law enforcement and/or mental health authorities. Follow the direction of these authorities to ensure the safety of other staff and individuals.
2. Mobilize the Crisis Management Team.
3. Meet with Noble officers and outside counsel, if needed, to discuss the option of a release to media, allowing the first story to be at your timing and on your terms. Convene the Crisis Management Team to make any necessary preparations.
4. If information on the situation is not for release, advise law enforcement authorities involved that any media inquiries will be directed to them.
5. Communicate the facts of the situation with all appropriate audiences.
6. Immediately begin monitoring local news, including internet news sources, radio and TV.
7. As soon as the immediate crisis has been resolved, consider bringing in mental health counselors to help everyone work through the situation, and learn how to help someone who may be at risk for suicide. Education components should include the warning signs that someone may be at risk, and when it's appropriate to contact the Suicide Prevention Lifeline at 317-251-7575.



# SITUATION 14

## **WHITE COLLAR CRIMINAL ACT** (*Embezzlement, Violation of Ethics, etc.*)

Spokesperson: President or Board Chair (*with Direction from Corporate Attorney*)

### **Procedures:**

#### *Scenario #1: Noble Decides Not to Prosecute, Terminates Employee and Absorbs Loss*

The Crisis Management Team must thoroughly evaluate this decision. Since Noble is a not-for-profit organization, donors, parents and the community might not consider it an option.

1. Meet with agency officers and outside council, if needed, to discuss the option of a release to media, allowing the first story to be at your timing and on your terms. Convene the Crisis Management Team to make any necessary preparations.
2. If the decision is made not to issue a release, prepare a media response for possible media contact that may occur as the matter becomes public knowledge.
3. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
4. Draft a memo explaining the situation and what Noble is doing about it. This would go out with any news media release to all offices and department directors, with a “hotline” number to call at Admin for their questions.
5. After the employee has been terminated and media coverage has ceased, debrief staff and others, as deemed necessary.

#### *Scenario #2: Noble Decides to Prosecute the Employee*

This is a situation where the agency may face a sustained crisis. The initial coverage will probably last a few days, but public interest may be revived during the legal proceedings. Therefore, the procedures will be different than for the first scenario.

1. Meet with Noble officers and outside counsel, if needed, to discuss the option of a release to the media, allowing the first story to be at your timing and on your terms. Convene the Crisis Management Team to make necessary preparations.
2. If the decision is made not to issue a release, prepare a media response for possible media contact that may occur as the matter becomes public knowledge.
3. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
4. Draft a memo explaining the situation and what Noble is doing about it. This would go out with any news media release to all offices and department directors, with a “hotline” number to call at Admin for their questions.

5. As the trial approaches, reconvene the Crisis Management Team. Meet with senior management and draft a response for any media inquiries.
6. Reopen the company “hotline” so that employees have a source of reliable information for inquiries during the trial as the details of the crime are made public.
7. Determine whether the spokesperson should attend the trial and be on hand to answer media questions.
8. Announce the verdict to all offices along with the message that Noble deeply regrets that the situation occurred and what measures have been taken to prevent any recurrence.

**Note:** Depending on the severity, consider bringing in legal and/or public relations counsel.

# SITUATION 15

**WORKPLACE VIOLENCE** (*Verbally/physically aggressive behavior by an employee, individual served or third party that may or may not involve a weapon*)

## **Procedures:**

1. Immediately contact 911 and/or other emergency personnel. Do not try to disarm the aggressor unless it can be done in a way that minimizes the risk of injury to anyone involved.
2. Mobilize the Crisis Management Team to work with emergency personnel to ensure the safety of other staff and individuals. Assess the damage, establish triage areas if needed and track the number of injured people.
3. Determine the primary location of the Crisis Management Team. Location will be dictated by the situation, and more than one location may be necessary.
4. Set up a communications room and be prepared to remain until situation is resolved.
5. Determine what audiences are directly impacted by the situation as well as those that are indirectly affected and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
6. Consider bringing in legal and public relations counsel.
7. Work with law enforcement on what information is to be released. Remember, nothing can be released until the affected families have been notified.
8. Gather and be prepared to release the following information to the media:
  - Name(s) of employee/individual served
  - Age
  - Job title/program
  - Number of years with Noble
  - Police representative to whom calls should be directed
9. Immediately begin monitoring the news on the internet, radio and television.

**Proactive Issues Management:** It might be necessary to bring in professionals (*such as a stress team*) for staff, individuals served, families, etc. after the event to help people deal with the crisis.

# SITUATION 16

## SUSPECTED USE OF ILLICIT SUBSTANCE ON THE JOB

Employees who are “under the influence” are not able to meet the established performance standards, thereby placing themselves, others and the agency at risk of injury or loss. Observable behaviors which support a reasonable cause that a person may be impaired include, but are not limited to:

- Chronic absenteeism
- Change in physical appearance
- Uneven gait
- Distinctive odor
- Slurred speech
- Listlessness
- Remarkable pupil dilation
- Lack of customary judgment
- Uncommon behavior for that individual
- Decreased performance
- Accidents, errors and incidents on/off the job
- Causing damage to agency or personal equipment

### Procedures:

1. If a supervisor observes questionable behavior he or she should confer with another manager or director to confirm the presence of questionable behavior.
2. The observing supervisor should document the specific behavior that supports the suspicion of substance abuse.
3. If the behavior remains questionable, the supervisor should notify the Department Director and Human Resources Director immediately.
4. The Department Director and Human Resources Director will determine if an alcohol and drug test is warranted. If a test is warranted, the employee will be suspended with pay pending the outcome of the test.
5. The Human Resources Director will notify the employee of the need for an alcohol and drug test and arrange transportation to the nearest approved occupational health center and home. The employee should be discouraged from driving as appropriate to the circumstances.
6. The employee must comply with the request for an alcohol and drug test within two (2) hours of the initial request. If more time lapses due to the employee’s indecisiveness, this will be considered a refusal. Such a refusal may result in immediate termination.
7. If the employee refuses to submit to an alcohol and drug test and refuses transportation home, the Human Resources Director will contact the appropriate law enforcement agency.
8. If the test result is negative, the employee will be reinstated immediately.

9. If the test is confirmed positive, the Human Resources Director will relieve the employee of duty without pay and determine if an immediate termination is warranted or whether to refer the employee to a substance abuse program for assessment and treatment. If the assessment indicates that the employee is able to return to work, he or she must take a return-to-work-duty alcohol and drug test and the results must be negative. A release to return to work must be submitted to Human Resources. If an employee is unable to return to work, he or she may be covered by Family and Medical Leave (FMLA). Any treatment costs will be the responsibility of the employee. Refusal of a mandatory referral may result in immediate termination.

10. Upon completion of a treatment program, a verification of program completion and a release to return to work must be presented to the Human Resources Director. Additionally, the agency may require reasonable assurance that the employee is no longer abusing any substance. This would include staff cooperation in submitting to random alcohol and drug testing for up to one year or as recommended by the treatment facility.

11. If at any time an employee receives a second confirmed positive alcohol or drug test, the employee would be subject to corrective action, up to and including termination.

# SITUATION 17

## WORKFORCE ISSUES/CHANGE IN PROGRAMS/LAYOFFS

### **Procedures:**

1. Determine the location of the Crisis Management Team. Location for team members will be dictated by the situation. More than one location may be necessary.
2. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
3. Prepare a method of communication on the change in programs/layoffs to employees. Have staff on hand to answer questions. Provide employees with phone numbers of people to contact with specific questions. Handouts could be used to explain any detailed information. Assist Human Resources in developing a communication plan.
4. Prepare to meet with parents, staff and individuals served. Determine the method of communication in advance: one-on-one with parents, meeting with all parents at one time, sending a letter, etc.
5. Meet with the spokesperson to prepare a media response. In addition to the President, have the Chief Financial Officer on hand to answer detailed financial questions. Prepare a financial report in advance.

# SITUATION 18

## DISASTER/AIRPLANE CRASH/LARGE-SCALE DISASTER

### **Procedures:**

1. Determine the location of the Crisis Management Team. Location for team members will be dictated by the situation. More than one location may be necessary. More than likely, this team will be at the site, especially the spokesperson.
2. Immediately develop a team to work with emergency personnel to assess the damage, estimate the number of Noble staff and individuals served in the area at time of the disaster, help establish triage areas, etc. (*refer to Noble's Emergency Evacuation Procedures*)
3. Establish communication/phone system for the site and Crisis Management Team. A phone system tree needs to be in place to make outgoing calls and accept incoming calls. Depending on the location and severity of disaster, calls might need to be made from another location.
4. Track the number of staff and individuals served who have been injured.
5. Determine what other audiences are impacted by the situation and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
6. Immediately call family members, caregivers and group homes to convey the information about those who have been injured.
7. Take those who are unhurt to a safe location. On-site emergency personnel may make the determination to have individuals transferred to another location and/or warming site. They will contact outside resources to facilitate this transfer.
8. Call parents, caregivers and group homes to pick up individuals served if necessary.
9. The Crisis Management Team will need to meet frequently to move all aspects forward and to be kept up-to-date.
10. Communications messages must be prepared for all audiences deemed appropriate. Depending on the severity of the disaster, this might be necessary for several weeks.

**Proactive Issues Management:** It may be necessary to bring in medical personnel (*stress teams, etc.*) for staff, individuals served, families and caregivers after the event to help people deal with the crisis.

# SITUATION 19

## RESPONSE TO BIOLOGICAL HAZARD INCIDENTS

*If you or your office receives a suspicious envelope or package, it is critical that you follow this information. Suspicious means that it may not have a postmark or return address, may have a lot of stains, may be very thick or bulky, or have an excessive amount of postage.*

### Procedures:

1. If a suspicious letter or package arrives, **DO NOT OPEN IT**. Call the Asst. Vice President of Health & Wellness immediately at 317-375-2728 or 317-459-1729.
2. Place it in a plastic bag to reduce the possibility of additional fingerprints, exposure to air handling systems and to other individuals. If it has been opened and there is something in it, or if a threat has been written on it, exposure to a toxic substance may be indicated. Call the Asst. Vice President of Health & Wellness and place the item in plastic bag.
3. The Asst. Vice President of Health & Wellness will call 911, indicating the nature of incident.
4. The Asst. Vice President of Health & Wellness will contact The Crisis Management Team.
5. Isolate those involved until authorities arrive and determine the nature of the problem.
6. Determine the location of the Crisis Management Team. More than likely, this team will be at the site with the spokesperson.
7. Immediately develop a team to work with emergency personnel to assess the damage, estimate the number of staff and individuals in the area at time of the disaster and establish triage areas (*refer to Noble's Emergency Evacuation Procedures*).
8. Establish a communication system for the site and the Crisis Team. Depending on the location and severity of the situation, calls might need to be made from another location.
9. Track the number of staff and individuals served who have been exposed, and call caregivers to convey information about those who have been exposed.
10. Determine what audiences are impacted by the situation and then implement a communications plan for each. Refer to the Crisis Plan for a list of audiences. Ongoing communications may be necessary for several weeks.
11. Authorities will indicate whether the building needs to be evacuated.
12. Working with emergency personnel, take those who are unhurt to a safe location. Call parents, guardians and group homes to pick up individuals. Depending on the severity of the disaster, the pick-up point could be a different location and individuals may need to be transferred by bus.
13. The Crisis Management Team will meet frequently to stay on top of the situation.



# SITUATION 20

## NATIONAL SECURITY INCIDENT

*If a national security incident occurs, Noble will follow the direction of government officials. If you are in the community, please follow the direction of officials in that building, and contact your supervisor at your earliest opportunity with your location and the name(s) of individuals served who are with you. If we are advised to lock down our buildings, the Crisis Management Team will notify each site to activate the lockdown.*

### **Procedures:**

1. The Crisis Management Team will be contacted by the Asst. Vice President of Health & Wellness. Working with the Crisis Team, determine the impact of the lockdown and communication needs—families, caregivers, group homes, etc.
2. Immediately lock all doors/entrances to the building. Quickly communicate this to everyone in the building. Drop-off and pick-up cannot take place during a lockdown.
3. Create a roster of who is in the building. Determine who you expect to be coming to the building. If necessary, communicate this information to law enforcement personnel.
4. Stay away from windows. If you hear sounds like gunfire or firecrackers, have everyone lie on the floor. Remain on the floor or move to the nearest safe area.
5. Work with law enforcement and the Crisis Team on any issues, including when the lockdown can end.

### **Even if a Lockdown Is Not Necessary, Activate These Procedures.**

1. Keep in touch with law enforcement and monitor the internet, TV and radio for updates.
2. Put together a team to work with emergency personnel to assess the damage, estimate the number of staff and individuals served in the area at time of the disaster, and set up triage areas (*refer to Noble's Emergency Preparedness Procedures*).
3. Establish a communication system for the site and the Crisis Management Team. Depending on the location and severity of the situation, calls might need to be made from several locations.
4. Track the number of staff and individuals served who have been injured or exposed to any chemicals. Call family members, etc. to convey information about those who have been exposed.
5. Determine what audiences are impacted and then implement a communications plan for each. Refer to the Crisis Plan for a list of audiences. Ongoing communications may be necessary for several weeks.
6. The Crisis Management Team will meet frequently to stay on top of the situation.

# SITUATION 21

## **DATABASE SECURITY BREACH**

*The privacy and confidentiality of the people served by Noble is paramount; therefore, it is critical that Noble takes all necessary steps to provide the security measures needed to prevent unauthorized access of computerized data files residing on the network or individual workstations. It is the responsibility of our IT contractor Promethius working with the CFO to research, implement & maintain all such measures to maintain the integrity and confidentiality of agency software and electronic data.*

### **Procedures:**

1. If a breach in data security is determined to have occurred, the Crisis Management Team, the CFO and our IT partner Promethius will work together to determine the extent and impact of the breach.
2. Promethius should conduct a thorough assessment to determine whether other databases were also compromised, how the compromise occurred, and what steps need to be taken to prevent future occurrences. Additional expert outside counsel may be necessary.
3. Immediately communicate with the individuals and families directly affected by the breach to explain what data has been compromised, what steps they need to take to protect their information, and what steps Noble is taking to prevent future occurrences.
4. Determine whether any families and individuals not directly impacted should be contacted about the data breach, thus preventing rumors and reassuring them that Noble is taking the necessary steps to protect the confidentiality of their information.

**Proactive Issues Management:** Consider conducting an all-staff refresher training on the importance of maintaining complete confidentiality of all participant data, login names and passwords assigned to end users, as well as reporting any suspected breach of security to the CFO and Promethius immediately. Staff should be cautious about opening any email from a sender they do not know, and **do not** click on any links or files that seem suspicious in any way, even if you know the sender.

## **SITUATION 22**

### **UTILITY FAILURE** (*power failure, water line break, gas leak*)

#### **Procedures:**

1. Everyone should remain in their work or program areas unless evacuation is necessary due to lack of sufficient lighting or a gas leak.
2. Facilities Services should contact the utility company(s).
3. Notify the Asst. Vice President of Health & Wellness and appropriate Director(s).
4. The Asst. Vice President of Health & Wellness will contact the Crisis Management Team if necessary.
5. Once a utility company gives an estimate on time of repair, the President/designee will determine if services will be closed and individuals sent home.

# SITUATION 23

## PANDEMIC/INFECTIOUS DISEASE OUTBREAK

### **Procedures:**

1. When a contagious disease is diagnosed in an individual or a staff member, the Asst. Vice President of Health & Wellness will begin assessing the severity of the situation and the potential for a widespread outbreak. They will also contact the Indiana Health Department for guidance and follow the direction of state and local health and governmental officials.
2. Work with the Indiana Health Department to conduct contact tracing on staff and individuals who have been infected or may have been exposed.
3. Develop & implement any necessary quarantine measures (*follow guidance given by the Indiana Health Department*).
4. Determine if this is a relatively isolated occurrence or a more widespread pandemic. How Noble responds will be determined accordingly.
5. Determine what audiences have been impacted and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences. This may be an ongoing communications effort, with actions and recommendations that evolve over time.
6. Call families, caregivers and group homes to convey what we know about the situation and what Noble is doing to reduce further exposure. Again, this may be an ongoing communications effort.
7. If the situation warrants, call families, caregivers and group homes to pick up individuals.
8. The Crisis Team may need to meet frequently to stay on top of the situation, with actions taken in conjunction with any guidance provided by the state.
9. Communications must be prepared for all audiences deemed appropriate. Depending on the severity of the situation, this might be for an extended period of time.
10. Appropriate infectious disease control measures should be taken to sanitize any areas where exposure could have occurred.
11. Immediately begin training all staff members on any enhanced health and safety protocols, reinforcing the need to always follow best practices in disease prevention, like proper handwashing techniques, etc.

**Proactive Issues Management:** It might be necessary to conduct follow-up in-service trainings with staff and individuals served on infectious disease control.

# SITUATION 24

## ACTIVE SHOOTER SITUATION

*This may be an employee, a former employee, an individual served, a parent or family member, or someone unknown to Noble threatening violence and armed with a weapon.*

### Procedures:

1. Immediately move individuals into the closest team room and lock the doors. Move everyone away from the windows so there is no direct sightline for the shooter into the room from the hallway.
2. Immediately call 911. Do not try to disarm the aggressor. That is best left to the police/SWAT team who are trained to handle these situations.
3. Mobilize the Crisis Management Team to work with emergency personnel to ensure the safety of all staff, individuals and any visitors to the building. Emergency personnel will take the lead in assessing the situation, diffusing it and establishing triage areas as needed.
4. Determine the primary location of the Crisis Management Team. Location will be dictated by the situation, and more than one location may be necessary.
5. Set up a communications room and be prepared to remain until situation is resolved. Maintain open communications with emergency personnel to monitor the situation, offer any assistance and track the number of injured people.
6. Determine what audiences are directly impacted by the situation as well as those that are indirectly affected and then develop and implement a communications plan for each. Refer to the Crisis Plan for a list of audiences.
7. Consider bringing in legal and public relations counsel.
8. Work with law enforcement on what information is to be released. Remember, nothing can be released until the affected families have been notified.
9. Gather and be prepared to release the following information to the media:
  - Name(s) of the shooter/employee/individual served/family member
  - Connection to Noble
  - Police representative to whom calls should be directed
10. Immediately begin monitoring local news on the internet, radio and television.

**Proactive Issues Management:** It might be necessary to bring in professionals (*such as a stress team*) for staff, individuals served, families, etc. after the event to help people deal with the crisis. Consider offering additional staff training in recognizing potentially volatile situations and how to diffuse them before they ever reach this stage.

## **Program Procedure #51**

*Revised July 2021*

### **MISSING PERSONS/INDIVIDUAL SERVED**

#### **Program Procedure #51**

Should an individual receiving services from Noble be missing from any site and/or service, and his/her whereabouts not known, the following steps are to be taken immediately.

1. The Program Manager and/or Director should be notified immediately and Noble staff should make an intensive search of the building and surrounding areas.
2. Contact the Asst. Vice President of Health, Wellness and Community Services and the Program Director if still not located following the immediate search:
  - a. After a time period based on the decision of the Asst. Vice President of Health, Wellness and Community Services and/or Program Director generally not to exceed one (1) hour, the appropriate law enforcement agency is to be notified, the situation explained and their assistance requested.
  - b. Refer to attached guidelines to assist in search.
3. A phone call should be made by the Asst. Vice President of Health, Wellness and Community Services to the CEO and Senior Director of Communications to inform them that contact with law enforcement has been initiated. At this time, determination will be made about contacting members of Crisis Communications Team.
4. It is the responsibility of the Program Director/Manager or designee, to contact the individual's family, guardian, residential provider, and/or the Waiver Case Manager of the individual to:
  - a. Inform them of the situation and provide support and assistance.
  - b. Ascertain whether the individual has contacted them.
5. A Bureau of Developmental Disabilities Services (B.D.D.S.) report of the incident shall be completed and forwarded to the appropriate person(s) based on criteria outlined in Program Procedure #53.

# Guidelines for Locating A Missing Person

## General Information

1. When on community outings with individuals, the staff person should walk with individual(s), not in front of them. This assists in knowing the whereabouts of the person(s). Ensure that staff have emergency and on-call numbers available at all times. A laminated business card with these numbers may be carried by staff when accompanying individuals in the community. Staff should have a card with the emergency number of the Asst. Vice President of Safety. These should also be kept in the agency van and in the staff person's car.
2. Make efforts to ensure that individuals have identification on their person as much as possible and especially in the community. One option is for individuals to carry a Noble business card.
3. When a person is missing, contact the program manager or designee and organize a search party. Act quickly. The longer someone is missing, the larger the search area.
4. Identify one person to cover the phones and serve as the contact for all communication.
5. Make every effort to keep a flashlight and extra batteries on hand for evening searches.

## Filing a Formal Missing Person Report

1. Gather the following information from the person's program file:
  - Full face photo of the person, preferably two or three.
  - A complete physical description, including any characteristics like gait, birth marks, speech patterns, distinguishing posture, etc. Include the date of birth, height, weight, what they were wearing when last seen, and when they were last seen.
  - The medical needs of the individual, including the last time medications were taken, when next doses are due, and any assistive devices necessary. This information will be in electronic files, the Medication Administration records or physician orders.
  - Any behavior issues to anticipate.
  - Identify where the person may want to go or attempt to go (i.e., stores, parents' home, favorite hang-outs, etc.) This can be obtained from the first section of the program file, Kardex, medication administration record, or physician's orders.
2. Contact the appropriate authority (*see #3*) to make a verbal and written report:
  - Make the report, providing all information listed under #1.
  - Ask for the name and badge number of the person taking the report.
  - Ask for the case number of the report.
  - Ask that the report be placed in the National Crime Information Center (NCIC) and Indiana Data and Communications System (IDACS). This will ensure that the information is retrievable by law enforcement offices nationally and across the state. Otherwise, the report will only be dispatched to the precinct in which the person was identified missing.

■ Provide a name and contact number from Noble for notification if any information is obtained. It is a good idea to also provide the cell number of the person identified.

3. Identify the appropriate authority to contact:

■ **Indianapolis Metropolitan Police Department (IMPD)** During the week, contact IMPD Missing Persons. On weekends, contact the switchboard or dispatch. North boundary is 56th St., south is Thompson Rd, east is Arlington St. and west is Tibbs Ave.

*For IMPD Reports:*

1. The dispatcher usually will take the initial call and put it over the police radio but someone will have to go to the appropriate precinct office to fill out a written report. An officer may come to your location to take the report. A copy of what is needed for Missing Person's Report is attached. Information will not be put in the CIC of IDACS until the written report has been taken and signed.

2. Each district office has a detective for missing persons on call at all times. They will initiate the search as soon as the verbal report is taken. If a person is still missing after 30 days, it will be transferred to a detective at the main IMPD office downtown who is in charge of missing persons.

3. Once the report is taken it will be broadcast on each shift for 24 hours. It will not be broadcast again unless someone calls in daily to dispatch, references the case number, and specifically requests that they continue to broadcast the report. The appointed contact person from Noble will have to call **each day** until the person is located.

4. If provided with pictures of the person, they will make up and distribute missing person posters to assist in the search.

■ **Indiana State Police (ISP)** Contact ISP should be contacted when the person is missing outside Marion County or is believed to be on the state or interstate road system. If unable to identify whom to call, contact the IMPD switchboard or dispatch and ask them to connect you with the appropriate authority. If outside Indianapolis, contact the local police department for the area.

4. If unsuccessful in making a report or if the seriousness of the situation dictates:

■ Contact the Crisis/Suicide Line to make the report for you. They have credibility with the police dispatchers and are able to have the report and search efforts taken seriously.

■ Ask dispatch to connect you with the Communications Supervisor or the Supervisor in Central Records for IMPD. Ask them to send a SWITCH MESSAGE to alert on-duty officers in Marion County of the missing person and his/others' vulnerability. Again, this will only be done if there is the person is in danger or is a danger to others.

■ Depending on the seriousness of the situation, the authorities can do an ATTEMPT TO LOCATE. This means the report is immediately dispatched to all on-duty officers of all statewide law enforcement agencies. This will only be done in the event of immediate danger or life or death situations and probably not without the help of the Crisis/Suicide Line person. (*IMPD is extremely reluctant to use this service due to the number of calls they receive on a daily basis.*)



## **Additional Assistance in Locating an Individual**

### **1. Adult Protective Services/Child Protective Services**

### **2. Protection and Advocacy**

**3. Hendricks County Canine Units** Hendricks County has court-certified search and rescue dogs. If contacted and on the scene within one hour of the time the person is known to be missing, they have a 98% chance of recovery. They are available 24 hours a day, 365 days a year. They are a non-profit agency and do not charge for their services. They have been successful in finding people who have been missing for up to three weeks; however, time is critical! The following steps need to be taken if utilizing this service:

- A police report must be completed.
- Provide the Canine Unit with the same detailed information in the police report. Include details like what cigarette brand or type the person smokes, type of perfume worn, jewelry worn, etc. The more they know, the better able they will be to locate the person.
- A scent article must be provided. Choose something that has not been touched or handled by anyone other than the missing individual. This should be something recently worn or a sheet from the person's bed. To prevent contamination of the scent, wear latex gloves when securing the article and place it in a brown paper bag.

**4. IMPD's Canine Units** These search and rescue teams can be used to assist in searching for a person at the discretion of each department. They are trained in specific types of searches. It is best to go through the Missing Persons Officer assigned to the case.

**5. Indiana Department of Homeland Security** This agency has the numbers of a variety of search and rescue agencies that could aid in the search. They have credibility with the various agencies and may have greater success in securing assistance.

**6. Indiana State Police** Again, depending on the seriousness of the situation, the state police office will contact a Cadet Corp. to assist in the search and rescue effort. Cadets may conduct a block-by-block search for an individual. The same information provided in the police report will be needed for the cadets.

**7. Local Boy Scouts Chapters** Some Boy Scout troops will also assist in a block-by-block search. The same information provided in the police report will be needed for the Boy Scouts. Contact can be made between 8 am and 5 p.m., Monday through Friday.

### **8. All Local Hospitals**

- When contacting the hospitals, the same information provided in the police report will be needed. Also ask if they have had any John/Jane Does admitted. The information can be difficult to obtain due to the number of people in and out of the emergency room.
- Faxing requests with picture(s), identifying information, and contact numbers can be more effective than phone calls.
- Most John/Jane Does are initially taken to the nearest. If in this system it could take up to 48 hours before they are entered into their system as a John/Jane Doe. It may be more effective to go there in person with a photo of the individual.

- Contacts should be made on a regular basis. It is unlikely the hospital will contact you once there has been a change in shifts.

#### 9. **Local Shelters, Soup Kitchens and Food Pantries**

- Most shelters or soup kitchens provide at least 2 meals a day, the first around 7 a.m.
- It is best to visit these locations in person with a picture of the individual. Provide them with the same information given in the police report.

#### 10. **Coroner's Office**

- Contact the County Coroner's Office to see if the individual or any John/Jane Does have been brought in.
- They are only available Monday through Friday during regular business hours. At other times you will need to leave a voicemail or be connected with the Medical Exchange, which may be able to assist.
- After initially being taken to a local hospital, all deceased John/Jane Does are taken to IU Hospital for autopsy before being taken to the Coroner's Office. Regular contact (2 times daily) with I.U. Hospital Morgue/Pathology should be made.
- If a John/Jane Doe has not been identified within 48 hours following autopsy, the coroner's office makes contact with the media to assist in making identification.

#### **If You Suspect the Person May Have Been Arrested, Contact City-County Lock Up**

- Be prepared to give the name (first, middle, and last), birthdate, and Social Security number of the individual. If you do not have this information when asked, they will likely hang up on you. Because it can take hours to process people who have been brought in, it is best to ask to speak to the person "running the slate" or to a supervisor. These individuals can check the holding tank for people who have not yet been processed.
- If the person does not have any identification on them, it will be virtually impossible to get information over the phone. You will have to go into the station. It is located in the basement of the Marion County Jail. You can ask if a John/Jane Doe has been brought in meeting the individual's description. They should give you this information.
- Be sure to identify that the individual has a disability. Ask that they be maintained in a separate area, away from the general population, due to vulnerability.
- If the individual is in lock up, it would be a good idea to contact the Marion County Health Association. They are well versed in how to negotiate the legal system on behalf of people with disabilities.
- If the person takes medication, contact the City-County Lock Up Medical Liaison. Inform the liaison of the medications the "inmate" is prescribed and the importance of these medications. Ask that the "inmate" be given these medications and request that they report back to you when they have been administered. Also, ask for their name and that of their supervisor.

- If the individual is in lock up, it is difficult to secure their release prior to going before the judge. This usually occurs within 48 hours of being brought in. If they have no prior record, often they are released on their own recognizance and a hearing date is set. If they have a prior record, bail will be set and approximately 10% will have to be paid for the individual to be released. If this is not met, they will be moved to the Marion County Jail until their hearing.
- Contact the Screening Prosecutor, prior to the individual's initial appearance before the judge. He will identify that the person has a disability and run interference with the court system. He should be contacted as early as possible in the process. He can also assist in requesting a bail reduction hearing if the person has limited resources. You can also request assistance from Protection and Advocacy.
- In order to arrange a visit with the individual while in lock up, contact the chaplain between 8 a.m. and 4 p.m., Monday through Friday. Visits can be difficult to arrange as there are limited slots and timeframes.
- Contact Central Records for a copy of the policy report. They must provide this as it is a matter of public record. They will likely be uncooperative so you will have to be persistent.

# Phone Numbers for Assisting in the Location of a Missing Person

## EMERGENCY

911

## POLICE

Indiana State Police	317-897-6220
IMPD Switchboard	317-327-3811
IMPD Dispatch	911; 327-3811 (non-emergency)
IMPD Missing Persons	Report to switchboard on where last seen
City-County Lock Up Medical Liaison	317-327-1701
Marion County Jail	317-327-1574
Crisis/Suicide Line	317-251-7575
Hamilton County Sheriff Dept.	317-773-1282 ( <i>Administration</i> )
Carmel Police Dept.	317-571-2500 ( <i>Administration</i> )
Carmel Fire Dept.	317-571-2600 ( <i>Administration</i> )
Johnson County Sheriff	317-736-9155 ( <i>Administration</i> )
Hendricks County Sheriff	317-745-6269 ( <i>Administration</i> )
Hancock County Sheriff	317-477-1147 ( <i>Administration</i> )
Boone County Sheriff	765-482-1412 ( <i>Administration</i> )
Marion County Sheriff	317-327-1700 ( <i>Administration</i> )

## HOSPITALS

Community Health Network	317-621-7777
Hancock Regional Hospital	317-462-5544
Hendricks Regional Health	317-745-4451
Johnson Memorial Hospital	317-736-3300
Methodist Hospital	317-962-8355
Reid Hospital (Richmond)	765-983-3000
Riverview Health (Noblesville)	317-773-0760
St. Vincent — 86th Street	317-338-2345
St. Vincent — Carmel	317-582-7000
Eskanazi Health	317-880-0000
St. Francis Hospital	317-528-5000

## MISSIONS AND SHELTERS

John H. Boner Community Center	317-633-8210,	2236 E. 10th St.
Hawthorne Social Services Assn	317-637-4312	2440 W. Ohio Street
Concord Neighborhood Center	317-637-4376	1310 S Meridian St
Shepherd Community Center	317-375-0203	4107 E Washington St
Martin Luther King Community Center	317-923-4581	40 W 40th St
Forest Manor Multi-Services Center	317-545-1204	5603 E 38th St
Dayspring Center	317-635-6780	1537 Central Avenue
Good News Mission	317-638-2862	2716 E. Washington
Salvation Army	317-638-6585	711 E. Washington
Wheeler Mission Ministries	317-635-3575	205 E. New York St.
Julian Center Shelter	317-920-9320	2011 N. Meridian

**FOOD BANKS AND SOUP KITCHENS**

Gleaner's Food Bank	317-925-0191	3737 Waldemere
Wheeler Mission	317-635-3575	205 E. New York St.

**BOY SCOUTS OF AMERICA**

Director of Field Services	317-813-7125
Explorer Groups	317-813-7125

**MISC. NUMBERS**

Adult Protective Services	800-992-6978
Child Abuse & Neglect	800-800-5556
Department of Natural Resources	877-463-6367
Indiana Dept. of Homeland Security	317-233-4280
IU Pathology Lab	317-491-6000
Marion County Coroner/Morgue	317-327-4744
Medical Society Exchange	317-631-3466
Marion County Mental Health Association	317-685-8497
Parks & Recreation Emergency Dispatch	911
Prosecutor's Office, Municipal Div.	317-327-8500, 317-327-8522
Behavior Corps. (Carmel Office)	317-587-0500
Behavior Corps. (Marion County Office)	317-327-5800
Protection and Advocacy	317-722-5555

## **Program Procedure #48**

Revised July 2021

### **SUSPECTED ABUSE/NEGLECT/EXPLOITATION OF AN ADULT**

The mandatory reporting laws of the State of Indiana require any individual who has reason to believe that an endangered adult is a victim of battery, neglect or exploitation must report such suspicions to the appropriate county Adult Protection Services Unit. (I.C. 4-28-5-7, 460 IAC 6-9-3) Immunity from both civil and criminal liability is given for any report made in good faith. (I.C. 4-28-5-9-8) The law also provides penalties for failure to report any person who believes or has reason to believe that an endangered adult is being victimized and fails to report the facts supporting that belief, commits a class A infraction.

Additionally, in accordance with Standard 460 IAC 6-9-4 (n), the provider or an employee or agent of the provider must inform Adult Protective Services (APS), the individual's legal representative, any person designated by the individual, and the provider of case management services of a situation involving abuse, neglect, exploitation, mistreatment of an individual, or the violation of an individual's rights. (I.C. 34-46-1-13)

At such time as a report to Adult Protective Services is made, a report must also be sent to the local Bureau of Developmental Disabilities Services office, per Standard 460 IAC 6-9-5. (See Program Procedure #53).

All employees of Noble are obligated to report suspected battery, neglect, exploitation of an endangered adult, mistreatment of an individual, a violation of an individual's rights, retaliation, or humiliation (See Program Procedure #23). The report may be based on suspicion for any reason; including direct observation or allegations from a concerned party. If the report of abuse is questionable due to a communication barrier, (*i.e.: unintelligible speech*) use of an augmentative/alternative communication system such as sign language, gestures, facilitated communication and/or a picture communication system may be used. Other outside resources may be sought at anytime if needed.

When battery, neglect or exploitation of an endangered adult is suspected:

1. Notification should be made immediately to the Program Manager(s), the Director of the service provided, and the Asst. Vice President of Health, Wellness and Community Services.
2. A report must be made to Adult Protective Services immediately. 911 should be called immediately for emergency situations. See attached Adult Protective Services map/listing with county appropriate contact information. The Indiana State Hotline is available at 1-800-992-6978 if needed.
3. For individuals receiving services through Bureau of Developmental Disabilities Services (B.D.D.S.) a report to B.D.D.S should be completed within 24 hours of knowledge of the incident or suspicion of battery, neglect, or exploitation. B.D.D.S follow up reports will be completed by the responsible party (Waiver Case Manager, Group Home Provider, B.D.D.S. Service Coordinator) at least every seven days until B.D.D.S determines that the incident is resolved. See Program Procedure #53 for reporting an incident to B.D.D.S.

4. An internal investigation will be completed (*see Program Procedure #56*).
5. For physical injuries, color photographs of the person's injuries should be taken when possible, dated and documented. These should be placed in an envelope and sealed, marked with the individual's name, date of incident, and program. These should then be maintained in the office of the Asst. Vice President of Health, Wellness and Community Services with reports.
6. All phone calls, communication, or other follow up pertaining to the situation should be documented in the electronic file.

## **Program Procedure #49**

Revised July 2021

### **SUSPECTED ABUSE, NEGLECT OR EXPLOITATION OF A CHILD**

The Indiana Juvenile Code requires any individual who has reason to believe that a child is a victim of abuse or neglect to report such suspicions to Child Protective Services. The law also provides penalties for failure to report. A person who knowingly fails to make a report commits a Class B misdemeanor. An individual making such a report in good faith is immune from any civil or criminal liability that might otherwise be imposed because of such action. The individual making the report is presumed by law to have acted in good faith. (I.C. 31-6-11-7)

Additionally, in accordance with Standard 460 IAC 6-9-4(n), the provider or an employee or agent of the provider must inform CPS, the individual's legal representative if applicable, any person designated by the individual, and the provider of case management services of a situation involving abuse, neglect, exploitation, mistreatment of individual, or violation of an individual's rights.

All employees and contractors of Noble are obligated to report suspected physical abuse, emotional abuse, sexual abuse or neglect of a child under this law. This applies to any child who is under 18 years of age. The report of suspected abuse or neglect may be based on suspicion for any reason, including direct observation or allegations from a concerned party.

When abuse, neglect, or exploitation of a child is suspected:

1. Notification should be made immediately to the Program Manager(s), the Director of the Service provided, and the Asst. Vice President of Health, Wellness and Community Services.
2. A report must be made to Child Protective Services immediately. The Indiana Child Protective Services Hotline is 1-800-800-5556. 911 should be called immediately for emergency situations.
3. For individuals receiving services through B.D.D.S. (Bureau of Developmental Disabilities Services) a report to B.D.D.S should be completed within 24 hours of knowledge of the incident or suspicion of abuse, neglect, or exploitation. B.D.D.S. follow up reports will be completed by the responsible party (*Waiver Case Manager, Group Home Provider, BDDS Service Coordinator*) at least every seven days until B.D.D.S determines that the incident is resolved.
4. An internal investigation will be completed (*see Program Procedure #56*).
5. Each report will be evaluated on an individual basis, with regard to the decision to contact the child's parent or guardian. The welfare of the child will be considered first and foremost. The individual making the report and the Department Director will make this determination. If a decision is made to contact the family, the call must be made within 24 hours of the verbal report to Child Protection Services.



6. For physical injuries, color photographs of the person's injuries should be taken when possible, dated and documented. These should be placed in an envelope and sealed, marked with the individual's name, date of incident, and program. These should then be maintained in the office of the Asst. Vice President of Health, Wellness and Community Services with reports.

7. All phone calls, communication, or other follow up pertaining to the situation should be documented in the electronic file.

## **Safety Procedure #5**

*Revised December 2021*

### **EMERGENCY PREPAREDNESS PROCEDURES**

Noble has developed an emergency preparedness plan to address such situations as fire, tornado, bomb threats, utility failures, medical emergencies, and National security situations including terrorism. Noble's utmost concern is for the safety of all individuals and staff.

Each Manager/Department Head is responsible for implementing the approved Emergency Preparedness procedure within those areas of his/her responsibility. Each Manager/Director will also be responsible for assignment of staff to those individuals who may be non-ambulatory, visually impaired, or hearing impaired and would need assistance in the event of building evacuation. Emergency Plans are posted throughout the buildings. All staff need to receive additional training in emergency/evacuation plans for their assigned building(s).

Individuals and staff in Community Living settings will be trained in specific evacuation procedures based on the setting, as well as needs identified in the individual's ISP. Documentation will be done and maintained on the premises.

Emergency procedures are posted in all work areas and should be carefully studied. Each employee should become familiar with all the details of exit in case emergency evacuation is necessary. Employees should also become familiar with emergency/evacuation plans when accessing community and/or at community worksites with persons served. Training will be done at time of hire and on a yearly basis and/or when new procedures may be implemented. The Asst. VP of Health, Wellness and Community Services oversees the training and implementation of drills for all situations.

In the event that any situation named occurs that is other than a drill, the Crisis Management Team will be contacted and will take appropriate action. Communication is of the utmost importance throughout any situation. The CEO (*as part of the Crisis Team*) will be continually brought up to date on the situation and the CEO will maintain any needed communication with the Chairman of the Board should that be deemed necessary. Additional information regarding the mentioned situations can also be found in the Crisis Manual. (*Located at each site and with management staff*)

Documentation of all drills and for actual situations will be done on the Test of Emergency Procedures form and submitted to the Assistant VP of Health, Wellness and Community Services. Each form will be submitted to the Safety Committee for review.

For Community Living Environments, refer to Community Living Procedure #5. Community Living provides 24-hour supports for individuals and is an essential service. In an emergency, the Crisis Management Team will work with the Community Living Leadership Team to ensure those supports continue.

### **FIRE PROCEDURES**

1. Person sighting smoke or fire should immediately pull the nearest fire alarm (*where applicable*) in order that evacuation procedures begin.

2. Evacuate the Building! Individual building evacuation plans should be followed with doors and windows closed as exits are made.
3. Call 911 stating the address of facility involved. Notification should be then be made to the Asst. VP of Health, Wellness and Community Services. The Asst. VP of Health, Wellness and Community Services will notify the Crisis Management Team.
4. No one should enter a room filled with smoke.
5. All individuals should remain away from the building, drives, and exits during and after the evacuation.
6. Wheelchairs should be backed out of doorways and pulled through exits during any evacuation.
7. Oxygen tanks are to be taken out by the designated staff (where applicable).
8. ATTENDANCE MUST BE TAKEN to account for all persons involved. Staff rosters are to be taken out by Human Resources staff and/or Management staff and persons served rosters by appropriate management/staff in area.
9. In the event of a fire, re-entry into the building will be communicated via the fire department. In the event of a drill, notice will be given by the Manager or designee to return to work and program areas.
10. Fire extinguishers are located throughout the buildings in accordance with codes established by the State Fire Marshal (*Maps attached*).

### **BOMB THREAT**

1. If a bomb threat is received, the individual answering the phone should attempt to keep the caller on the line as long possible and have someone else call 911 to report the threat. The exact time of the threat and any other pertinent facts should be reported. Written record of information should be obtained whenever possible.
2. The building should be evacuated immediately using basic fire evacuation procedures and following the evacuation plans posted.
3. ATTENDANCE MUST BE TAKEN to account for all persons involved. Staff rosters are to be taken out by Human Resources staff and/or Management staff and persons served rosters by appropriate management/staff in area.
4. The CEO/designee and Asst. VP of Health, Wellness and Community Services should be notified immediately. The Asst. VP of Health, Wellness and Community Services will notify the Crisis Management Team and others as appropriate.
5. If anything suspicious is seen or found, the item should be left alone and authorities notified.

6. Everyone should remain away from the building.
7. Re-entry will occur after the proper law enforcement personnel give a full all-clear.

### **TEMPORARY SHELTER AND HANDLING OF EVACUEES**

In the event that re-entry into an evacuated building is impossible, contact will be made with the Asst. VP of Health, Wellness and Community Services and appropriate Director(s). The Asst. VP of Health, Wellness and Community Services will inform the Crisis Team and determine next steps. Arrangements will be made to transport individuals to prearranged sites (*Noble or community*) until such time as it is clear to return to the building. Arrangements for transportation to individual's homes will be made if necessary, as well as any necessary communications regarding the situation. Attendance will be taken throughout the process to account for all individuals.

### **TORNADO**

1. Once an announcement or alarm is made, all staff and persons served should seek shelter in areas designated in their building. Maps are posted throughout sites with tornado-safe areas designated in green.
2. All persons should assume a squatting position with head between knees and arms folded across head. Individuals in wheelchairs will be assisted by staff to an area safest for them and assistance will be given to protect them from possible falling objects.
3. ATTENDANCE MUST BE TAKEN to account for all persons involved. Staff rosters are to be used by Human Resources staff and/or Management staff and persons served rosters by appropriate management/staff in area.
4. During a drill, staff and individuals served will be notified by a representative of the building when it is safe to return to work and program areas.
5. If a tornado has struck, call 911 for emergency assistance.
6. Remain on the property as transportation and emergency treatment are arranged.
7. Notification to the CEO/President and Asst. VP of Health, Wellness and Community Services should be made. The Asst. VP of Health, Wellness and Community Services will notify the Crisis Management Team.

### **EARTHQUAKE**

1. In the event of an earthquake, persons should take cover under desks, tables, or in interior weight bearing rooms or hallways, if possible. Each department should designate such an area.
2. ATTENDANCE MUST BE TAKEN to account for all persons involved. Staff rosters are to be used by Human Resources staff and/or Management staff and persons served rosters by appropriate management/staff in area.
3. If inside, stay inside. Avoid windows, light fixtures, and suspended objects. If outside, stay outside. Stay away from buildings, utility poles, and overhead wires. If in a car, stop as soon as possible, but stay in the vehicle.

4. Check for injuries and administer first aid if needed. Contact 911.
5. DO NOT evacuate unless there is a life-threatening situation.
6. Designated personnel/agencies will turn off the utilities.
7. Persons should remain where they are until notified to move to other areas.
8. Notification will be made to the Asst. VP of Health, Wellness and Community Services who will in turn notify the Crisis Management Team.

#### **UTILITIES FAILURE (POWER FAILURE, WATER LINE BREAK, GAS LEAK)**

1. Everyone should remain in their work/program areas unless evacuation to another area is necessary due to lack of sufficiently lighted areas or water.
2. Should there be a gas leak, evacuation of the building will be conducted.
3. Contact will be made to appropriate utility company(s) by management staff.
4. Notification will be made to the Vice President of Safety, Risk Management and Compliance and appropriate Director(s).
5. Notification will be made to the Vice President of Safety, Risk Management and Compliance who will in turn notify the Crisis Management Team.
6. Once a utility company gives an estimate on time of repair, the CEO/designee will consult with Asst. VP of Health, Wellness and Community Services as well as Director of involved services to determine if services will be closed and individuals sent home.
7. If evacuation is necessary, ATTENDANCE MUST BE TAKEN to account for all persons involved. Staff rosters are to be used by Human Resources staff and/or Management staff and persons served rosters by appropriate management/staff in area.

#### **MEDICAL EMERGENCIES**

1. All medical emergencies are addressed on a case by case basis.
2. Staff should always contact the Noble Nurse when any emergency arises.
3. Should 911 need to be contacted, do so and then contact the Nurse.
4. See Medical Procedure #13 for specifics regarding such situations.

#### **LOCKDOWN/TERRORIST SITUATIONS**

In the event local authorities determine the need for a facility to be placed in a lockdown status, follow the guidelines below until such time as authorized officials determine an all clear. There may also be times when a building may be placed on lockdown due to particular circumstances not determined by local authorities. This will be done by the Asst. VP of Health, Wellness and Community Services or a designee. The following will apply in these situations as well.

1. Move all staff and individuals to interior areas of building that have NO windows.
2. All exterior doors will be locked. One door away from the main entrance will be manned by management staff and used as a sign in/out entrance.
3. ATTENDANCE MUST BE TAKEN to account for all persons involved. Staff rosters are to be used by Human Resources staff and/or Management staff and persons served rosters by appropriate management/staff in area.
4. Authority to release individuals will be determined by local authorities or the Asst. VP of Health, Wellness and Community Services. If permissible, only those authorized will be allowed to sign individuals out of the building. Sign out will be strictly enforced and lists maintained.
5. All phones will be manned by specific staff and communications to staff, individuals, and caregivers will be made as needed by designated staff.
6. The Crisis Management Team will be activated.
7. Notification may be made to outside sources (*IndyGo, residential providers, etc.*). This will be done by the Asst. VP of Health, Wellness and Community Services or a member of the Crisis Team.

#### **NATIONAL SECURITY SITUATIONS**

In the event of other national security emergencies such as chemical, biological or nuclear attacks, local governmental authorities will instruct on the best course of action. This may be to evacuate the area immediately, to seek shelter at a designated location or to take immediate shelter where you are. Listen to your radio for instructions from authorities. The Noble Crisis Management Team will be activated to provide support and direction.

## **Community Living Procedure #5**

*Reviewed September 2021*

### **Safety and Security of Physical Living Environment**

In compliance with 460 IAC 6-29-5, 6-29-6, 6-29-7 and 6-29-8, Noble recognizes the responsibility to train all employees and individuals served on policies and procedures developed for the goal of promoting a safe and secure living environment. Each individual served will be assessed to determine the individual's ability to respond adequately and appropriately in emergency or crisis situations. If the individual is unable to follow Noble's safety and security procedures, this will be documented and Noble will work with the individual support team to develop a plan for support to ensure the individual is safe and protected in an emergency or crisis. In addition, Noble will provide a list of emergency telephone numbers that should remain in a visible area in the individual's physical living environment.

1. Employees will receive training on safety and security procedures during New Hire Orientation and Department Specific Training that includes but is not limited to:
  - When and how to notify law enforcement agencies in an emergency or crisis;
  - Procedures to implement in an emergency or crisis, such as tornado, fire, behavioral incident, elopement, or snow;
  - Information on completing evacuation drills;
  - Responsibilities during drills; and
  - The designated meeting place outside the physical living environment in an emergency.
2. Employees will receive specific training for each individual served regarding the individual's ability to follow safety and security procedures and what level of support is needed during an emergency or crisis.
3. Noble's Director of Community Living will provide a schedule and ensure the completion of all evacuation drills on a monthly, quarterly and annual basis.
  - Tests will be conducted for the following situations: fire, tornado, bomb threats, utility failures, etc.
  - The Emergency Drill Form will be completed by the staff person conducting the drill on the appropriate shift.
  - The original form should be submitted to the Director of Community Living.
  - A copy of the drill form should be placed in the Safety Book at the site.
  - Staff will scan the drill form to the electronic file.
4. During intake, each individual will be evaluated to determine the level of support needed during an emergency or crisis situation.
5. Specific support plans will be developed, and employees will be assigned to individuals served who may be non-ambulatory, visually impaired, or hearing impaired that would need assistance in the event of evacuation procedures.
6. Noble will ensure that an emergency telephone number list is located:
  - In an area visible by the individual; or
  - As indicated in the individual's Person-Centered Individual Support Plan (PC-ISP).

7. The emergency telephone list shall include the following:
  - Local emergency number 9-1-1
  - Waiver Case Manager's contact information
  - Guardian, legal representative or advocate, if applicable
  - BDDS Service Coordinator
  - Adult Protective Services (APS) or Child Protective Services, as applicable
  - Indiana Protection and Advocacy
  - Developmental Disabilities Waiver Ombudsman
  - Poison Control
  - Any other service provider or persons identified in the ISP.
  
8. Please refer to Noble's Safety Procedures for additional information.



## Personnel Procedure # 1.4

Reviewed December 2021

### Workplace Violence

Noble strives to maintain a safe and secure environment for all individuals served, staff, visitors, and volunteers. Accordingly, threatening, intimidating, malicious or violent behavior will not be tolerated.

**Threatening Behavior** Examples of threatening behavior include, but are not limited to:

- Direct or indirect threats of harm
- Words or gestures which intimidate others
- Prolonged or frequent shouting
- Stalking or following an individual
- Conduct which causes others to fear for their safety

**Violent Behavior** Violent behavior is defined as the use of physical force, possession of a weapon, or other violence intended to restrict the freedom of action or movement of another person or to endanger the health or safety of another person or the property of Noble.

Violent behavior is so serious that individuals who engage in it can expect termination of their employment. Examples of violent behavior include, but are not limited to:

- Unwelcome physical contact
- Slapping, punching, striking, pushing, kicking, poking, tripping or otherwise physically attacking a person
- Throwing, punching, or otherwise handling objects in an aggressive manner
- Possession of a firearm or other weapon in Noble facilities, client homes, or in a personal vehicle used to transport individuals served
- Causing damage to a person's work area or property

Noble will take decisive and appropriate action in response to inappropriate behavior. This may include, but is not limited to: heightened security, suspension and/or termination of a business relationship, reassignment of job duties, suspension or termination of employment, and/or criminal prosecution of the person(s) involved.

#### Procedure:

1. Any staff member who experiences, witnesses, or otherwise becomes aware of threatening or violent behavior whether on or off duty and/or on Noble property should immediately report the incident to their Manager/Director and the Director of Human Resources. Possible violations include possession of a weapon, threats, intimidation, or other malicious or violent behavior that is or was job-related or has been or might be carried out on Noble property.
2. Staff should not engage in either physical or verbal confrontation with a potentially violent individual. If staff encounter an individual who is threatening immediate harm to an employee or anyone else on Noble premises, emergency personnel (*such as the police or 911*) should be contacted immediately. Staff should then report the concern to their Manager/Director and Human Resources, who will notify Noble's Crisis Communication Team members as appropriate to the situation.
3. The Director of Human Resources will conduct an investigation into the incident and take appropriate corrective action, up to and including termination as warranted.

## Communications Procedure #2

Revised December 2021

### CRISIS COMMUNICATION

#### Purpose

To assist staff in the communication process and maintain open communication during a crisis.

#### Immediate Responsibilities:

In the event of an on-site emergency, call appropriate (*internal and external*) emergency personnel, fire, police, ambulance, etc. (*Also refer to Medical Procedure No. 5 and the Emergency Evacuation Procedures*).

Call your immediate supervisor at once. You or your supervisor must then call:

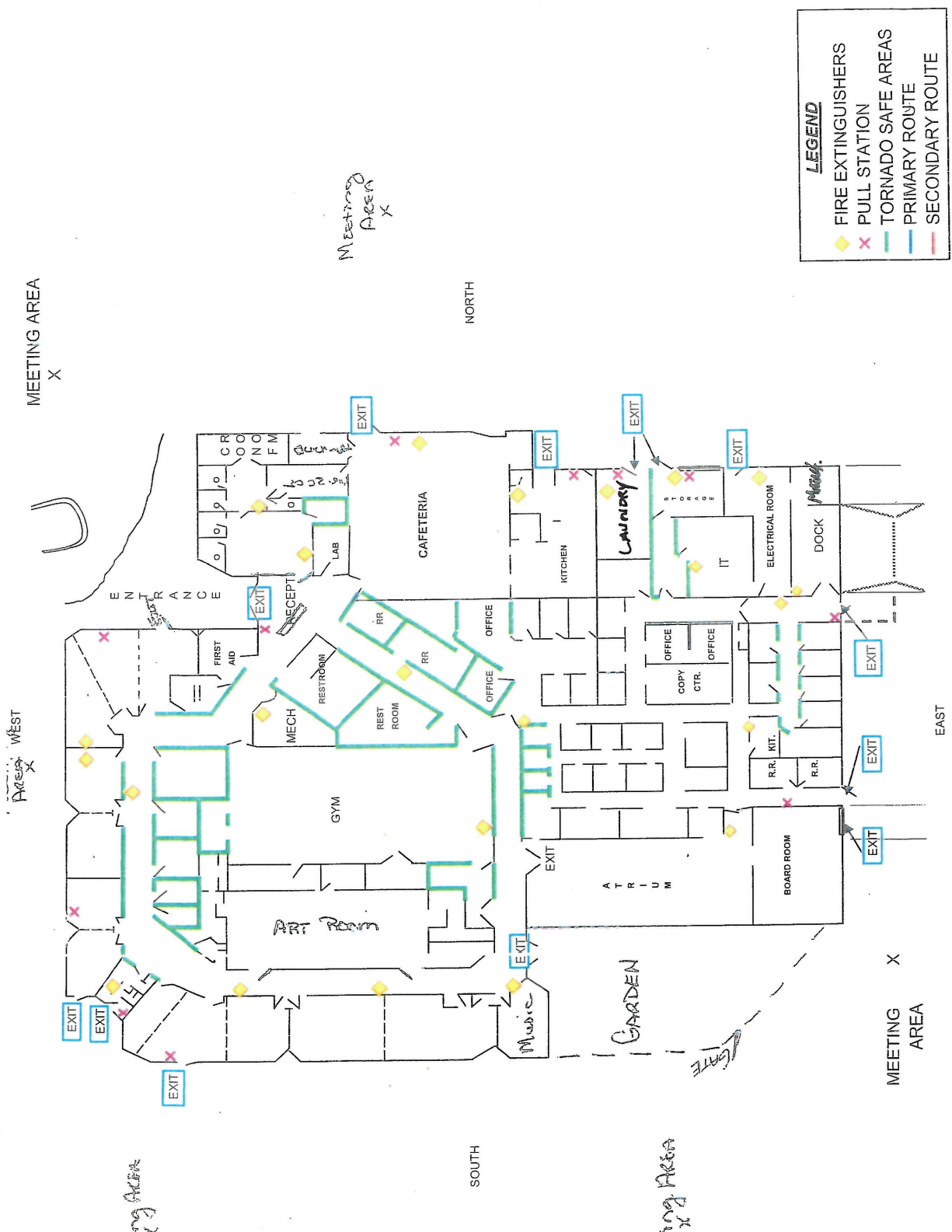
- |  | <b>WORK</b>  | <b>CELL</b>  |
|--|--------------|--------------|
| a. Julia Huffman<br><i>President</i>   | 317-375-2708 | 317-496-1165 |
| b. Chad Linn<br><i>Assistant Vice President of Health, Wellness and Community Supports</i> | 317-375-2728 | 317-459-1729 |
| c. Your department director  |              |              |

The CEO or the Assistant Vice President of Health, Wellness and Community Supports will contact the Senior Director of Communications and Marketing to inform her of the situation. They will determine whether it is necessary to convene the Crisis Management Team.

Employees are not to handle news media inquiries. Please refer all media calls to the Senior Director of Communications and Marketing.

The Crisis Communication Manual is available to all staff as follows:

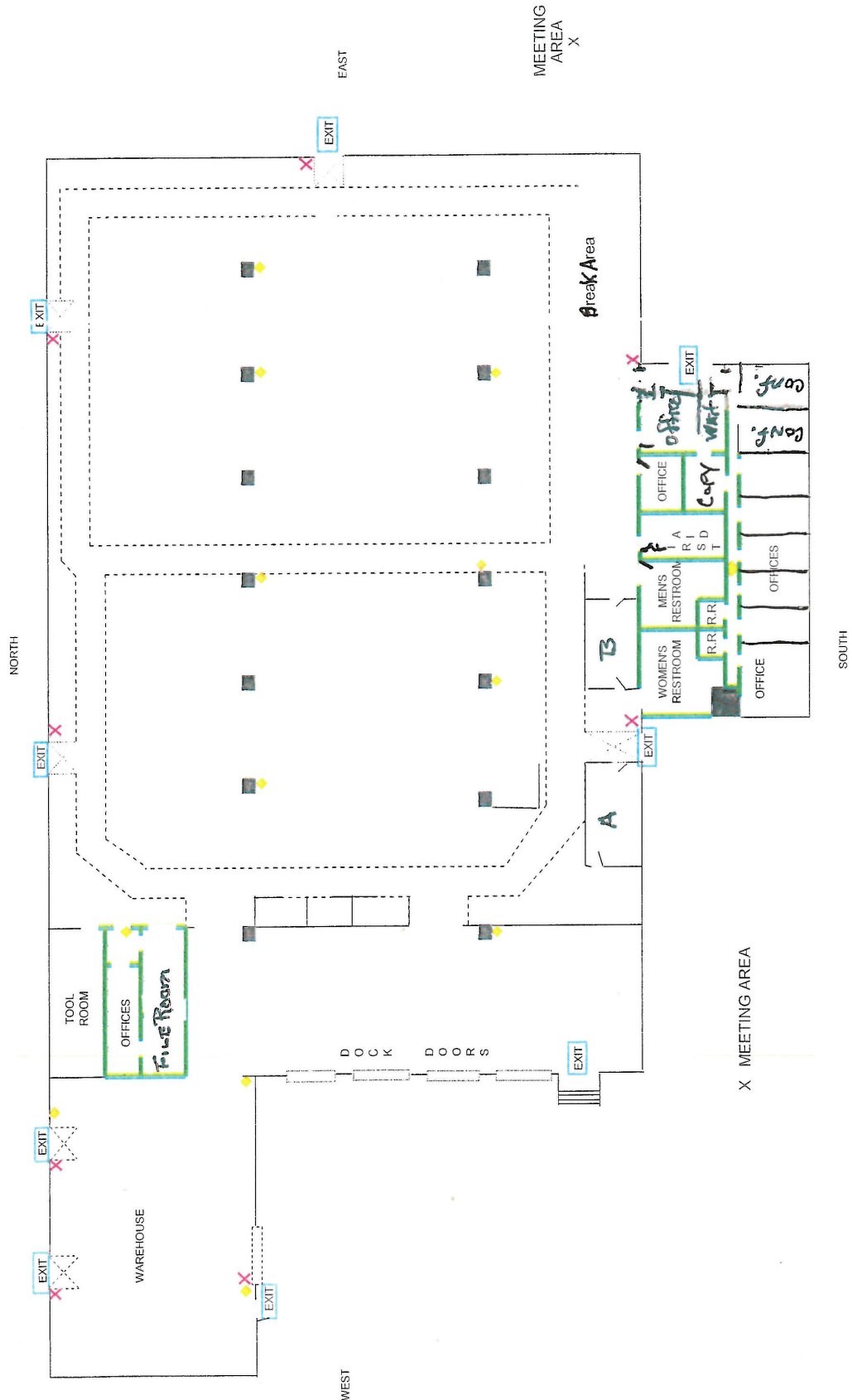
- Employee Portal of the Noble website (*electronic version*)
- All Noble Locations (*hard copies in high visibility areas*)



**LEGEND**

- ◆ FIRE EXTINGUISHERS
- ✕ PULL STATION
- ▭ TORNADO SAFE AREAS
- PRIMARY ROUTE
- SECONDARY ROUTE

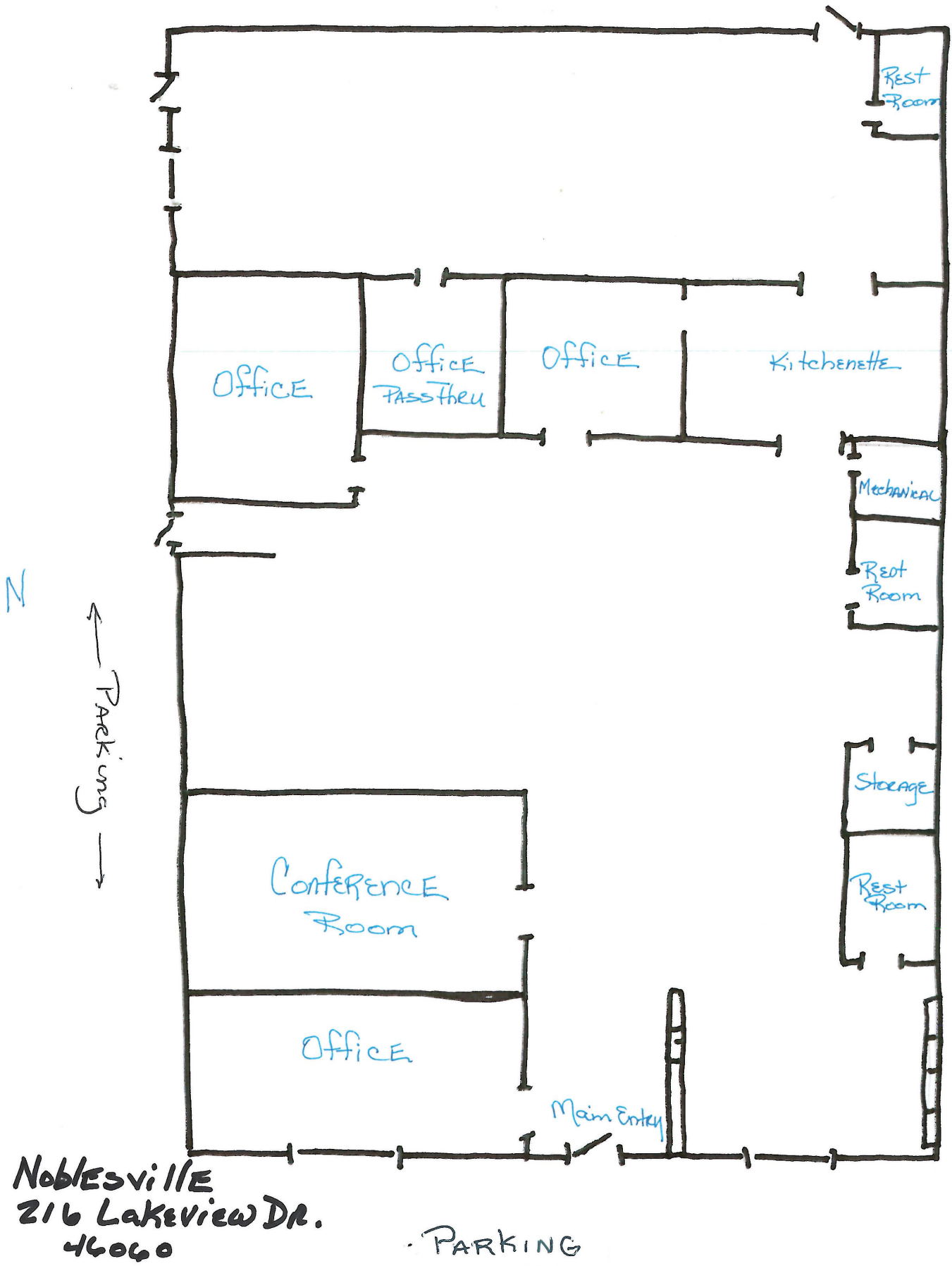
**NOBLE - EAST  
FIRE EVACUATION ROUTE**

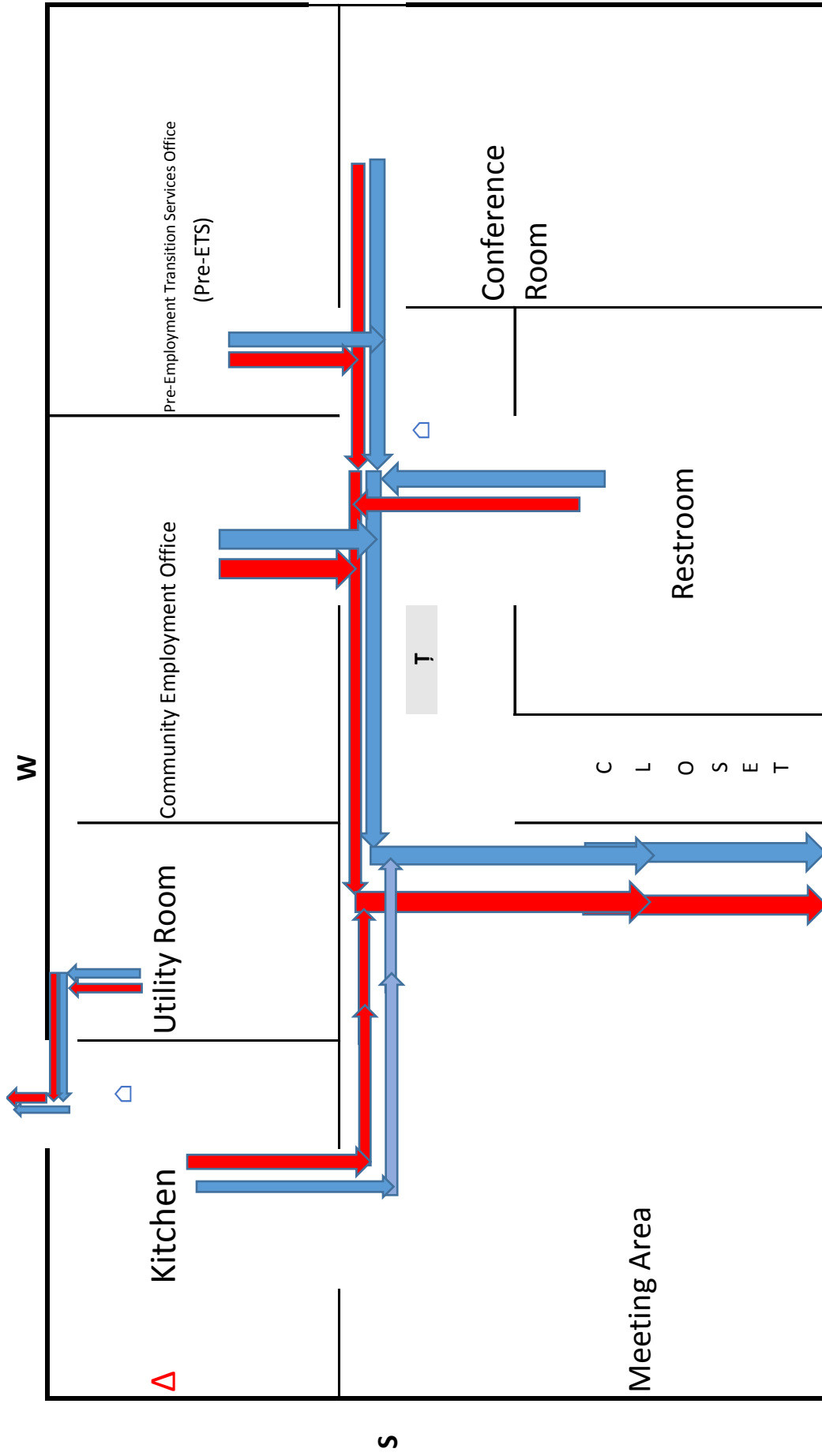


**LEGEND**

- ◆ FIRE EXTINGUISHERS
- ✕ PULL STATIONS
- ▭ TORNADO SAFE AREAS
- PRIMARY ROUTE
- SECONDARY ROUTE

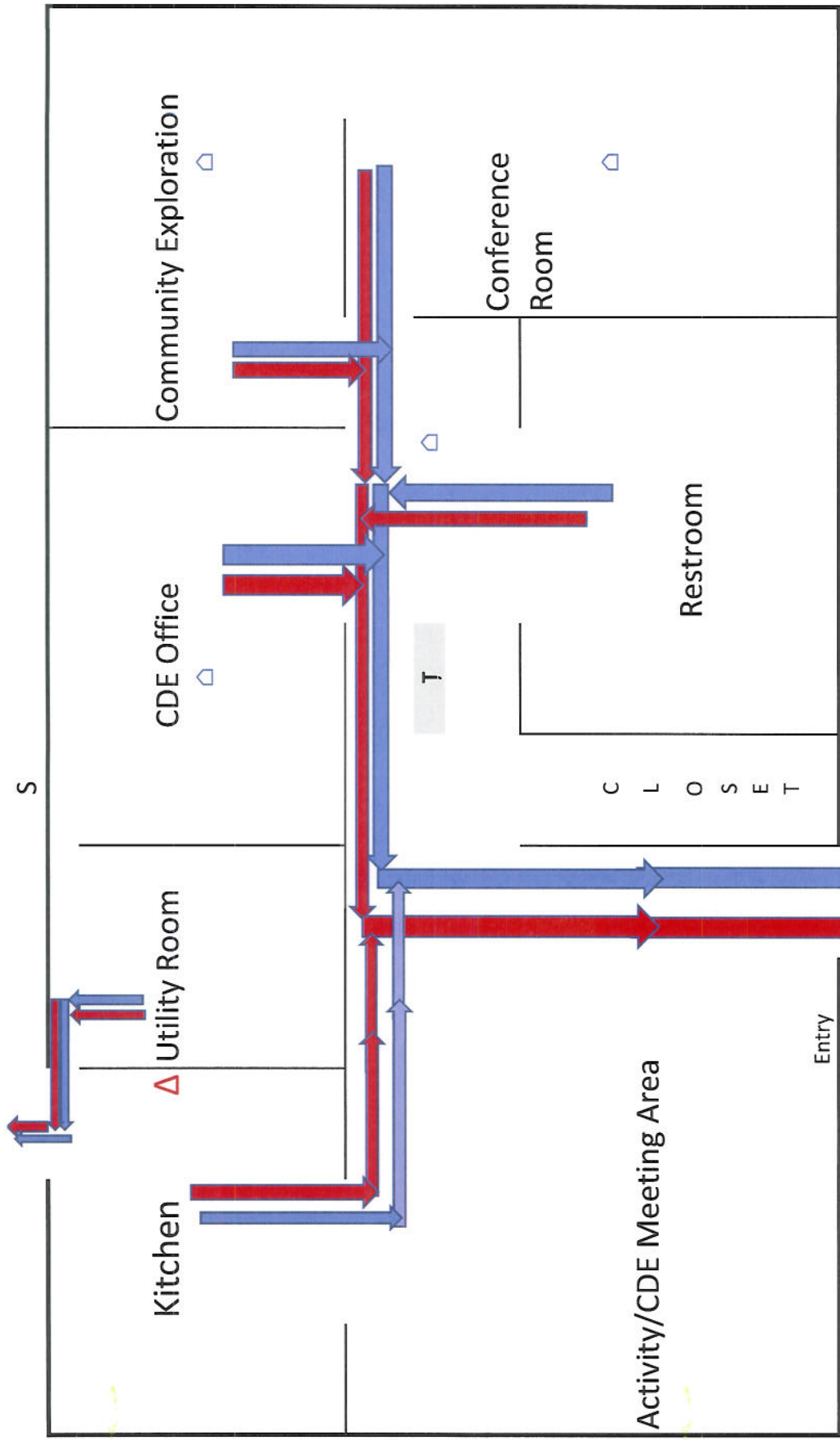
**NOBLE - TIBBS  
WAREHOUSE/DOCK AREA  
FIRE EVACUATION ROUTE**





750 N.W. 13th Street  
 Bldg. 210  
 Richmond

- Primary Exit Route
- Secondary Exit Route
- Tornado Safe Area
- Smoke Alarm
- Extinguisher



Primary Exit Route  
 Secondary Exit Route  
 Tornado Safe Area  
 Smoke Alarm  
 Extinguisher

754 N.W. 13th Street  
 Bldg. 209  
 Richmond

# SAFETY GUIDELINES FOR RECEPTION AREA MANAGEMENT

## General Building Security

Here are some general security guidelines that all locations should follow. All staff members are responsible for implementing these guidelines. Those overseeing reception duties should pay particular attention to make sure these things take place.

- Verify the identity of staff members (*i.e. visual confirmation, name badge*).
- All guests/visitors and volunteers must sign in at each location and receive a visitor badge. Staff visiting other sites should also sign in.
- All exterior doors, except entrance doors, are to remain locked from the outside.
- Each evening all exterior doors should be checked and locked.

## To Prevent Loss or Theft

- Lock it up, even for a minute. Don't leave any valuables like money, purse/satchel, cell phone, etc unattended.
- Let your colleagues know you are leaving, and when you will return.

## Reception Area Management

- Greet all visitors/guests. "Good morning. Welcome to Noble. May I help you?"
- Use a visitor log for check-in.
- Smile, speak clearly and be assertive. Determine the reason for their visit. Use their name—check the log-in, if you don't know. Ask them to please be seated.
- Call the staff member they are visiting to announce the visitor, even if it's a staff family member or a family member of an individual served.
- Do not allow visitors to go to an office or area unless it has been previously arranged. If you think necessary, escort the guest to the office or inform your supervisor of the visitor beyond the reception area.
- Watch for body language and verbal responses—like voice level or agitation—that indicate the visitor might be angry and frustrated. Trust your instincts.
- If you sense a potentially volatile situation, excuse yourself, if possible, and seek help.
- Watch for "sneakers" who whisk by and down the hall. Follow them and say, "Excuse me, we ask that our visitors and guests sign in and wear a visitor badge." If the person doesn't stop, get assistance. Have the person followed at a distance by your supervisor.
- Be on the alert for con artists. They may use a ruse like: "May I use your restroom?"
- Rule 1—If it sounds too good to be true, it is. Rule 2—Read Rule 1 and believe it.

## Guidelines on Angry Visitors

The reception area is an opportunity to assess people entering the building. It's a stopping point where staff can quickly form opinions.

- Is this person agitated? Do you smell liquor? Does something not look right?
- Remain calm and be courteous.
- Maintain eye contact.
- Stand if they are standing. It gives a sense of control and non-intimidation.
- Give them a few minutes to vent their anger.
- Try calming them down.
- Use their name if you know it, or "Mr. or Mrs." or "Sir or Ma'am."
- Ask them to sit down. Remain standing if they refuse. Offer to help, but only if you can.



- Do not let your voice escalate or your body language indicate anger, fear, or frustration.
- Use the “interrupt technique.” Deliberately drop something. They will usually stop speaking for a moment. Or ask, “Sir, please calm down and let me try to help you.”
- Determine what they want or whom they wish to see.
- If appropriate, excuse yourself and get your supervisor (*tell them the problem*).
- Never pull a staff member for an angry/upset parent. Get the supervisor instead.
- Terminate the conversation.
- Remain friendly.
- Tell them what you can or can’t do for them.
- Thank them for bringing their concern to your attention.
- Tell them that “\_\_\_\_\_ will call them as soon as possible.”
- NOTE: Use similar procedures for responding to an angry person on the phone.

## **Telephone Effectiveness**

- Try to answer the phone by the third ring. Use your pre-determined phone greeting. Don’t forget the common courtesies of “Good morning,” “thank you,” “you’re welcome.”
- If it is an apparent problem or an angry parent, listen actively. Repeat their concern, then say, “I think I understand your concern/frustration; let me refer your call to \_\_\_\_\_” or “I will have \_\_\_\_\_ call you.” Have them talk to someone immediately. Do not send them to voicemail.
- The best way to handle a prank call (*not to be confused with an angry parent*) is to just hang up, document it, and inform a supervisor.

## **Responding to the Angry Caller**

- Be conscious of your voice tone.
- Empathize—offer understanding.
- Problem-solve—“I’m sorry for the problem or confusion.”
- Don’t take it personally.
- Remain calm. Let them express their feelings and then respond to them. Be open, honest, courteous and respectful. Try to defuse the situation, but don’t try to counsel them. Tell them you are going to transfer their call to \_\_\_\_\_ to discuss the issue. Try to have them talk to someone. Do not send them to voice mail. Contact your supervisor immediately to report the call.

## **Phone Threats—Personal Harm**

- Take it seriously. Never assume it is a prank.
- Get as much information as possible—Who, What, When, Where, Why. Write it down.
- Notify your supervisor, director, or the Crisis Team.
- If warranted, notify the police of the threat.
- Don’t be conned into giving confidential information. Know what information you can and cannot give over the phone.

## **Emergency Calls—911 Procedures**

Give the following information and speak slowly and calmly:

- Reason for the call. Provide as much information as possible.
- Name and address.
- Number from which you are calling.
- Accurate directions to the location.
- Never hang up—let the 911 operator determine when you can end the call.
- Document your call—date, time, what you said.

- Inform your supervisor and the Crisis Team.
- Remember—if it feels, sounds or looks wrong—trust your intuition.

## **Bomb Threat Guidelines**

Should you receive any bomb threat calls, use our Bomb Threat Recording Form in this manual. Remain calm and attentive to what the caller is saying and get as much information as you can. Report the information to your supervisor immediately.

### **You or Your Supervisor Should:**

- Call 911 immediately. Notify the Crisis Team.
- Evacuate the building on all bomb threats. People should move at least 100 yards—the length of a football field—from the building.
- For bomb threats, verbally announce: “We are having an evacuation. Please follow fire drill procedures.” Do not announce that it is a fire drill.
- Staff should be asked to open windows, if possible and leave the lights on if they are already on. They should leave their doors open. Staff members should take any client rosters and personal belongings with them. Do not use the fire alarm, hand-held radios or cell phones, or overhead sound systems. Some bombs can be detonated by portable communication units or cell phones.
- The Bomb Threat Observation Team is to meet in the lobby area.
- If nothing is found by the Observation Team, inform staff participants and visitors to return to the building.

### **Bomb Threat Observation Team**

- Police and/or Sheriff’s Department
- Administrative Team
- Supervisory and other staff members as designated

### **Responsibilities**

- Team assembles in the main office area and waits for police personnel to arrive.
- Upon arrival of the police, the “Bomb Threat Observation Team” will be assigned to search specific areas, including inside and outside the building.
- After the search, the team will re-assemble in the lobby area within 15 minutes.
- If a suspected explosive device is located, note the location and report it immediately to the law enforcement personnel in charge.
- Do not touch any suspicious looking objects.
- Police personnel will determine if the bomb squad is to be called.
- Police personnel and the manager will determine when it is safe for people to return to the building.
- Upon returning to the building, ask staff and participants to report if they have heard rumors or know individuals who have called in a bomb threat. Explain the seriousness of these threats and that those who are caught will be arrested and prosecuted.

These procedures are in compliance with the FBI’s federal guidelines for bomb threats.

# GUIDELINES FOR AN EMERGENCY OR CRISIS

## Violence at Work

- Maintain calm and order within your area.
- Keep individuals served in your area.
- Have a notebook, writing tablet and pen available. Write down who is in your room and their program. Keep an attendance roster with you. Make a list of anyone absent.
- Remain in your area if at possible.
- Close and lock doors, if possible. If needed, barricade the door with desks, cabinets, etc.
- Look in the hallway for other people. Instruct them to come into your room immediately. Record their name/program.
- Check the nearest restrooms for participants and instruct them to come into your room. Record their name and program.
- Don't permit individuals served to leave the room. Inform individuals and staff that they must remain with you unless instructed otherwise.
- Don't release individuals served until you're officially instructed to do so by a supervisor or law enforcement personnel.
- Write down any information you think would be helpful, like the time of specific events.
- If you hear sounds like gun fire or firecrackers, have everyone lie on the floor. Stay away from windows and glass enclosed areas. Remain on the floor and/or move to the nearest safe area or place of cover. If outside, immediately run to the nearest secure area—behind walls, cars or other solid objects. If you're with a group, stay with the group. There can be safety in numbers.
- If you have any relevant information about the emergency or crisis, call 911 or contact the Crisis Team. Do not leave the area unattended.
- If there is a disruption, observe carefully and write down any names, specific incidents or behaviors you observe. Give the information to a supervisor, when appropriate.
- If instructed to leave the room with individuals served, listen to the exit instructions carefully. Take attendance information, keys and purse, etc., with you.
- If anyone should leave your room or evacuation site, write down their names and the time they left. Try to determine why they left.
- Follow instructions given by law enforcement personnel.
- Do not use your cell phone or a hand-held radio unit to call for help, since that could possibly detonate some bombs.

## Violence in the Community

- Maintain calm and order.
- Keep individuals served with you.
- If you hear sounds like gunfire or firecrackers, have everyone lie on the floor. Stay away from windows and glass enclosed areas. Remain on the floor or move to the nearest safe area or place of cover. If outside, run to the nearest secure area—behind walls, cars or other solid objects. If you're with a group, stay with them. There can be safety in numbers.
- If you have any relevant information about the crisis, call 911 or contact the Crisis Team or your supervisor.
- Write down any information you think would be helpful, like the time of specific events.
- Do not leave until you receive official instructions from a supervisor or law enforcement.
- As soon as possible, call your supervisor or the Crisis Team.

## **Making a Home Visit**

- Tell a staff member where you'll be before a home visit, so they know where you are and when you'll be back. You'll need to communicate the appointment time, who you're seeing, their address and phone number.
- If you hear a heated argument or a threat, or if you witness physical violence, stop what you're doing and leave. Call Noble immediately and 911 if necessary.
- Don't panic. Remain calm. Keep other people calm. Avoid quick movements.

## **Hostage Situations**

If a hostage situation occurs in your room or area of supervision:

- Do not panic. Remain calm and under control. Help keep individuals served and other staff calm. Avoid quick movements.
- Follow the instructions of the hostage taker(s), and inform everyone else to do so.
- Do not try to be a "hero/heroine" by attacking or trying to disarm the hostage takers.
- Don't bargain or try to negotiate with the hostage taker. This is the responsibility of trained law enforcement hostage negotiators.
- Keep your attendance sheet or roster. Know or make a list of who is absent on this day.
- Follow any instructions of the law enforcement hostage negotiator.
- Trust the negotiators. Do not criticize their actions. Accommodate the captor. Ask permission to speak. Face the captor when speaking. Don't crowd his/her space. Be respectful. Never argue.
- Be prepared to talk on the phone with police hostage negotiators. Remain calm.
- Stay alert. Attempt to escape only if hostage taker(s) fall asleep from exhaustion. Evacuate the individuals served.

## **When Observing a Hostage Situation**

- Make no personal intervention into the situation.
- Quietly leave the area.
- Call 911.
- Have 911 call the Crisis Team immediately.
- Remain out of sight of the hostage taker.
- Remain close to the hostage area so other staff and individuals served can be kept from entering the hostage area. Enlist other staff members to help secure the area, if possible.
- Move staff and individuals to a "safe" area. Do not go outside.

## **Hostage Situation in the Community**

- Follow the instructions of the hostage taker.
- Do not try to disarm the hostage taker. Do not be a hero.
- Be calm. Keep individuals calm. Try to keep them together, unless the hostage taker will not allow this.
- Don't try to negotiate with the hostage taker.
- Do not offer yourself as a hostage.
- Try to "mentally document" (*focus on*) what happens and what is said, description, etc.
- If individuals are taken away, remember who was taken and what the hostage taker said.
- If hostage negotiators arrive, follow their instructions.
- Contact your supervisor once safety has been established.

## Lockdown

Sometimes, something happens in the community near one of our locations—a robber who has not been apprehended—that requires the building to be locked down. In most situations, you'll be notified by law enforcement to lock the building. If a lockdown is necessary:

- Immediately lock all doors/entrances to the building. Quickly communicate this to everyone in the building. Drop off and Pick up cannot take place during a lockdown.
- Call a member of the Crisis Team.
- Create a roster of who is in the building. Determine who you expect to be coming to the building. If necessary, communicate this information to law enforcement personnel.
- Working with the Crisis Team, determine the impact of the lockdown and any communication needs—families, group homes, etc.
- Work with law enforcement personnel on issues as they develop, including when the lockdown can end.
- Stay away from windows. If you hear sounds like gun fire or firecrackers, have everyone lie on the floor. Remain on the floor or move to the nearest safe area/place of cover.
- If you have any relevant information about the emergency or crisis, attempt to call 911, the Crisis Team and/or your supervisor.
- Write down any information that may be helpful, like the time of specific events.

## Bomb Threat Guidelines

Should you receive any bomb threat calls, use our Bomb Threat Recording Form in this manual. Remain calm and attentive to what the caller is saying and get as much information as you can. Report the information to your supervisor immediately.

- Our procedure is to evacuate the building on all bomb threats.
- Should a bomb threat occur, you will be notified by a staff member who will say "Staff, individuals served and visitors are to evacuate the building at this time. Follow normal fire drill procedures. Take rosters and personal belongings with you."
- Move to an outside location at least 100 yards—the length of a football field—from the building.
- Prior to leaving the area and as you exit through the halls, look in the wastebasket, around the room and on the floor for any unusual packages, bags, etc. Do not touch any suspicious looking articles, but report them to a supervisor after exiting the building.
- If possible, open windows, leave lights on and doors open.
- Maintain calm and remain in control.
- Police and the Bomb Observation Team will check inside and outside the facility.
- If a bomb or suspicious object is located, the police will notify the bomb squad.
- Police and Noble supervisors will notify staff and participants when they determine it is safe to return to the building.
- If you hear any rumors on who might have called in the threat, notify your supervisor.
- Turn off cell phones or hand-held communication units during a bomb threat. Some bombs can be detonated by portable communication units or cell phones.
- If a bomb threat occurs in the community where services are being provided, follow posted evacuation procedures. Contact supervisor once safety has been established.

*The above procedures are in compliance with federal FBI guidelines, local & state law enforcement and emergency management bomb threat guidelines and procedures.*

## **Chemical Spills, Gas Leaks and Other Hazardous Materials**

- Identify the location of the spill.
- Determine the wind direction and if evacuation should occur.
- Do not use the fire alarm. This could take people into the hazardous spill or condition area. Inform people as to what the emergency is and the instructions they are to follow. If you can't evacuate using normal procedures, use an alternative evacuation route to ensure that individuals served and staff do not pass through the source of the leak.
- Coordinate all actions with emergency personnel at the scene.
- If an evacuation cannot be made:
  - Require everyone to come inside.
  - Close all doors and windows.
  - Shut down the air conditioning and ventilation units.
- If an internal chemical spill occurs, don't transport chemicals from the building. Isolate the area. Everyone should move to a safe area.
- Inform individuals and staff of the potential danger. Remind them to remain calm and listen for instructions.
- Call 911.
- If there's a gas leak, call 911, even if the leak has been located, stopped or extinguished. Open windows and doors if possible.
- If participants and staff must leave the building site, move 200-300 yards away.
- Check the building to make sure no participants or staff are in restrooms or other isolated areas. Otherwise, open windows/doors if possible.
- Staff are to stay with participants at all times.
- Once fire and/or emergency personnel arrive on the scene, follow their instructions.
- Staff are to keep cell phones or hand-held communication units with them, if available.
- If spill or leak occurs in the community where services are being provided, follow posted evacuation procedures. Contact your supervisor once safety has been established.

## **Bio-Hazard and Chemical Emergency Guidelines**

- If you receive an Anthrax or other chemical spill threat, immediately call 911 to report the threat and call a member of the Crisis Team.
- The people immediately exposed to the potential agent must remain where they are.
- Announce that we have initiated lock-down procedures: "We have been alerted to a potentially dangerous bio-hazard threat. The Fire Department's Hazardous Material Team is inspecting the building. There is no need for alarm. We will keep you informed."
- All other staff and participants should remain in their areas until notified otherwise.
- If it is necessary to move or evacuate participants and staff to a different location, HAZMAT will provide instructions.
- Don't evacuate people outside or send them home until HAZMAT finishes investigating.
- If people are moved/evacuated, take your attendance rosters and personal belongings.
- Staff members should shut down the heating and air handling units in the affected area.
- Keep staff and individuals informed as necessary. Work with the emergency personnel who will provide the information.
- If a bio-hazard emergency occurs in the community where services are being provided, follow the posted evacuation procedure. Contact your supervisor once safety has been established.

## Fire

- Call 911.
- Follow the pre-determined fire drill evacuation procedures posted unless the fire causes you to re-route participants and staff.
- Staff should check restrooms to ensure all participants have evacuated the building.
- Take your cell phone with you. Take attendance/roster sheets. Make a list of anyone absent.
- Pre-determine an evacuation site location—away from fire trucks and other emergency vehicles—should a fire occur.
- If a fire occurs in the community where services are being provided, follow posted evacuation procedures or exit through the nearest door. Contact your supervisor once safety has been established.

## Tornadoes

- Notify everyone in the building to follow the pre-determined tornado drill procedures. Use the tornado alarm signal.
- Use your cell phone to follow reports provided by local media.
- If injuries occur, assign staff to write down names of injured persons removed from the building and where they are being taken.
- Keep the injured as comfortable as possible. Do not move injured people until they are examined by emergency personnel.
- When there is no warning—the weather is severe, the sky is black and you hear a loud roar—use the PA system or whatever is available to instruct everyone to get on the floor and assume the “duck and cover” position.
- If a tornado occurs in the community where services are being provided, follow posted evacuation procedures. Contact your supervisor once safety has been established.

## Earthquake

- At the first indication of an earthquake (tremors), notify everyone to move away from glass areas to interior walls, if possible.
- Take cover under tables, desks, chairs, benches or next to walls of interior halls.
- Turn off electric power and gas.
- Do not attempt to evacuate the building, until all tremors have stopped.
- If you're outside, don't enter the building. Move away from buildings and utility wires.
- Pre-determine an assigned outside evacuation area to go to after the tremor is over—away from buildings and power lines. Make sure everyone knows the evacuation site.
- The greatest danger from falling debris is next to doorways and close to exterior walls.
- At the first feeling of a tremor, staff should instruct individuals to:
  - Immediately take cover under the desks or tables.
  - Move away from windows.
  - Remain in a sheltered position until instructed to do otherwise.
  - Remain calm and silent.
  - Evacuate the room using fire drill procedures when you are directed to do so.
- In stairways/areas where there is no cover:
  - Instruct individuals and staff to move to an interior wall.
  - Move away from windows.
  - Sit along the interior wall in the tornado drill position with your back against the wall and knees tucked against your chest.
- If an earthquake occurs in the community where services are being provided, follow posted evacuation procedures. Contact your supervisor once safety has been established.

## **If You're Outside**

- Move to an open space away from buildings and overhead power lines.
- Lie down or crouch down.
- Be aware of any danger that may require you to move.

## **After the Earthquake**

- Evacuate the building as soon as possible using fire drill procedures or as directed and go to the predetermined meeting place.
- Injured persons should not be moved, unless the building's condition is life threatening.
- Anticipate after shocks. They will happen.
- Staff should take their cell phones with them.
- Go to the assigned outdoor area, which should be away from building structures and overhead power lines.





# Bomb Threat and Threatening Calls Form

*Place this sheet under your telephone*

## Questions to Ask:

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

Sex of Caller \_\_\_\_\_ Ethnicity \_\_\_\_\_ Length of Call \_\_\_\_\_ Age \_\_\_\_\_  
If voice is familiar, who did it sound like? \_\_\_\_\_

## Tone of Voice:

- |                                      |  |   |                                      |
|--------------------------------------|--|---|--------------------------------------|
| <input type="checkbox"/> Calm        | <input type="checkbox"/> Irrational    | <input type="checkbox"/> Loud           | <input type="checkbox"/> Normal      |
| <input type="checkbox"/> Nasal       | <input type="checkbox"/> Foul Language | <input type="checkbox"/> Ragged         | <input type="checkbox"/> Disguised   |
| <input type="checkbox"/> Angry       | <input type="checkbox"/> Slow          | <input type="checkbox"/> Lisp           | <input type="checkbox"/> Distinct    |
| <input type="checkbox"/> Stutter     | <input type="checkbox"/> Excited       | <input type="checkbox"/> Cleared Throat | <input type="checkbox"/> Accent      |
| <input type="checkbox"/> Well spoken | <input type="checkbox"/> Rapid         | <input type="checkbox"/> Laughter       | <input type="checkbox"/> Slurred     |
| <input type="checkbox"/> Educated    | <input type="checkbox"/> Raspy         | <input type="checkbox"/> Deep Breathing | <input type="checkbox"/> Familiar    |
| <input type="checkbox"/> Taped       | <input type="checkbox"/> Soft          | <input type="checkbox"/> Crying         | <input type="checkbox"/> Intoxicated |
| <input type="checkbox"/> Incoherent  | <input type="checkbox"/> Deep          | <input type="checkbox"/> Cracked Voice  | <input type="checkbox"/> Irrational  |

## Background Sounds:

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Radio         | <input type="checkbox"/> Local Call            | <input type="checkbox"/> Whistle Sounds  |
| <input type="checkbox"/> Office        | <input type="checkbox"/> Motor Sounds          | <input type="checkbox"/> Animal Noises   |
| <input type="checkbox"/> House Noises  | <input type="checkbox"/> Street Noises/Traffic | <input type="checkbox"/> Office Machines |
| <input type="checkbox"/> PA System     | <input type="checkbox"/> Clear                 | <input type="checkbox"/> Party Noises    |
| <input type="checkbox"/> Cell Phones   | <input type="checkbox"/> Trains/Airplanes      | <input type="checkbox"/> Music           |
| <input type="checkbox"/> Long Distance | <input type="checkbox"/> Other Voices          | <input type="checkbox"/> Television      |



**Noble**  
Dream it. Live it.™

# Crisis/Critical Incident Evaluation

*This evaluation should be completed by all staff involved in the crisis situation.  
A post-incident analysis will be completed within 48 hours of the incident.*

Situation date: \_\_\_\_\_ Time: \_\_\_\_\_

Describe the situation: \_\_\_\_\_

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Staff/others who responded: \_\_\_\_\_

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What actions were taken at the time of the incident? \_\_\_\_\_

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Employees directly involved in the crisis or the crisis management process:

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Were the crisis guidelines/procedures followed? \_\_\_\_\_

If not, what variations were made from the guidelines? \_\_\_\_\_

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Did the crisis plan work in this situation? Why or why not? \_\_\_\_\_

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What would you do next time that you didn't do this time? \_\_\_\_\_

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Why? \_\_\_\_\_

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Did you receive adequate assistance from the Crisis Management Team? \_\_\_\_\_

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What actions could have been taken to prevent the crisis? \_\_\_\_\_

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Are there needs that should be addressed as a result of this incident (*ie training, procedures*)?

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*The following questions should be addressed by those who worked directly with the media.*

What media, if any, contacted you? *(be specific)* \_\_\_\_\_

Did the media respond immediately or did you have time to prepare? \_\_\_\_\_

What subsequent coverage resulted from each media contact? \_\_\_\_\_

Do you feel Noble received "fair" coverage? Why/why not? \_\_\_\_\_

Do you feel the resulting coverage was negative? \_\_\_\_\_

If so, what do you feel caused it to be negative? \_\_\_\_\_

Was there follow-up coverage after the initial story? \_\_\_\_\_

Based on this experience, what changes might you make in your media procedures?

*Please return this form within 24 hours of the incident to:  
Chad Linn, Assistant Vice President of Health, Wellness and Community Supports  
and to  
Rita Davis, Senior Director of Communications and Marketing*