



Emergency Operations Plan

Prepared by The Department of Public Safety & Emergency Management

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Section I: ADMINISTRATION

PURPOSE

Montgomery College is committed to empowering its students to change their lives, enrich the life of the community while seeking to be a national model of educational excellence, opportunity, and student success.

In order to accomplish this Montgomery College strives to provide a safe, secure and healthy environment for students, faculty, staff, and visitors. Disasters and emergencies can happen suddenly, creating a situation in which normal operational and support services for the College may become overwhelmed. During crises, the College requires processes that address the needs of emergency response operation and recovery management. To address such emergencies, Montgomery College has established emergency response procedures to respond to an emergency or disaster.

The overall priorities of Montgomery College during a disaster are the protection of lives, valuable research, property, the community, and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring College academic programs and services.

The Emergency Operations Plan draws upon the nationally recognized standards of the National Incident Management System (NIMS) and the Incident Command System (ICS) developed by the United States Department of Homeland Security and the Federal Emergency Management Agency. These systems are widely used at the federal, state and local community levels. The National Incident Management System provides a consistent nationwide template to enable federal, state and local governments, private sector and non-governmental organizations to work together effectively and efficiently to prepare for, prevent, respond to and recover from domestic incidents regardless of cause, size or complexity including acts of catastrophic terrorism. The Incident Command System uses an integrated, all-hazards approach to ensure applicability and adaptability to all critical incidents. This inclusive, systematic approach uses common terminology, modular organization, integrated communications, unified command structure, consolidated action plans, manageable span of control, designated incident facilities, and comprehensive resource management. This system lends consistency, efficiency, and effectiveness to the way individuals and departments function during critical incidents regardless of the nature of the incident.

The Emergency Operations Plan developed by the College is authorized and promulgated by the College President.

SCOPE

This Emergency Operations Plan addresses critical incidents and major planned events utilizing an all-hazards approach. This plan cannot, nor is it intended to, serve as an exhaustive compilation of all crisis and emergency situations. The body of the Emergency Operations Plan contains a basic administrative and operational framework as well as situational response protocols and resource listings.

The Emergency Operations Plan is a flexible, dynamic document. It is recognized that deviations from the contents of this plan can and will occur due to the unique nature of crises and emergencies. Reasonable and prudent deviations predicated on initiative and common sense are both authorized and encouraged in order to adapt to specific nuances of individual incidents. However, with this flexibility, individuals and organizations with Emergency Operations Plan tasks or functions are ultimately accountable and responsible for their actions.

OBJECTIVES

The management of critical incident operations requires planning for and responding to the involved events. Objectives to be accomplished include, but are not limited to:

- Ensuring appropriate preparation is accomplished to reduce the duration and extent of impact on the College community
- Managing any necessary care and movement of persons
- Collecting and evaluating damage, casualty, and other essential data
- Minimizing to the extent possible the duration and severity of trauma to the College community and the community surrounding each campus
- Preparing and disseminating public information
- Establishing priorities and resolving conflicting demands for support
- Requesting and allocating resources and other support
- Compliance and implementation of NIMS standards / protocols
- Managing and coordinating overall College crisis operations, to include implementation and compliance of ICS protocols for critical incident management
- Re-establishing normal College operations

MANAGERIAL RESPONSIBILITIES & PLAN DESIGN

This Crisis Management Plan is designed so that any particular incident that is campus-based will be handled by the Campus Incident Command Post (ICP). This Crisis Management Plan has been approved by the President's Senior Administrative Leadership Team. The Campus ICP will be supported by the College Emergency Operations Center (EOC), which will may be located on or off-site, but always away from the immediate crisis. The EOC consists of members of the College Crisis Management Team (CMT). Members of the EOC offer guidance and support to the manager and team of the ICP, but will not directly manage the crisis.

In the event of a significant event, i.e. one in which the operation of the College may be affected for an extended period of time, or in which one or more buildings on campus may close, and classes cancelled, the College President may activate the Executive Response Team, in a location separate from the EOC, to evaluate the crisis and make decisions in the best interest of the College.

The Executive Response Team may evaluate and decide upon:

- Needs and requests made by the EOC
- Opening and closing days/times for the College
- Access by employees, students and visitors to the College
- Areas of the College that are closed, while other areas remain open
- Changes to class schedules; enrollment; drop/adds of classes; financial aid and other deadlines; related student business
- A decision to move key College employees to an off-site location
- Changes in the payment of compensation, payments or bills
- Information or press releases to the public or College community
- Placement of memorials on or near the campus
- Limitations on overtime, part-time expenditures or other College expenses
- Opening and closing of ancillary services, such as the café and child development center
- Other issues that affect the operation, financial affairs and integrity of the College

DEFINITIONS

1. Incident Command Post (ICP): During a crisis on campus, in which a number of College constituents are at risk, responding Campus Public Safety, the fire department and local law enforcement officers will establish an Incident Command Post (ICP) near the scene, to coordinate the response of emergency service workers to the incident.

2. Crisis Management Team (CMT): When activated by the EOC, the Crisis Management Team will gather to assist and support the first responders and the ICP; coordinate with the EOC to mitigate the threat or potential loss to the College; work to bring the College back to a fully functioning institution. The CMT is comprised of the Campus Provost's Operational Team: Campus Administration, Campus Facilities, Campus Admissions, Instruction and others, based on skills and positions with the college.
3. Emergency Operations Center (EOC): The EOC is a physical location on a campus in which the campus Crisis Management Team (CMT) meets to identify critical needs, resources and plans in support of the incident command post (ICP)
4. Executive Response Team (ERT): The Executive Response Team is the College's senior staff, led by the President or designee. They may meet via conference call, or physically meet in the designated EOC. The Executive Response Team evaluates the condition of the College, the College community, and the surrounding environment, and makes decisions regarding: opening and closing of the College; manpower allocation; purchase and allocation of resources requested by the Crisis Management Team; budget and financial issues; personnel issues; and issues relevant to the county and community at large (such as the dissemination of public information; use of college facilities for community sheltering, and related matters). The Executive Response Team consists of the College President; vice-presidents; members of the President's administrative staff, and others designated by the President as group members.
5. COOP Team (Continuity of Operations): The Department of Public Safety and Emergency Management has been charged with the responsibility to manage the College COOP effort. The COOP Team will be called together in the aftermath of a crisis, so that the most critical business and educational tasks are addressed by the pertinent work units, possibly from an off-campus location. For example, the payment of employee salaries, the filing of state or federal reports, or the initiation of remote instruction will be coordinated by the Team. Prior to a crisis, and on an on-going basis, each work group will identify the most critical tasks that must be completed during the crisis; the priority of those tasks; 2 trained employees who will handle those tasks remotely; primary and secondary off-site work locations, and any alternatives that should be assessed and planned-for in anticipation of a local or regional crisis.

ASSUMPTIONS

Montgomery College is supported by, and will cooperate with, private and volunteer organizations in addition to county, state, and federal agencies with staffing, equipment, and logistical capabilities for emergency and disaster mitigation, preparation, response, and recovery in compliance with NIMS standards and protocols.

Each individual and organizational entity having a role in this plan or its elements will respond as required to fulfill its responsibilities of supporting the institution and providing for public safety.

CONCEPT OF OPERATIONS

This Emergency Operations Plan is based on the National Incident Management System in which the Incident Command System provides an organizational structure capable of responding to various levels and types of critical incidents and emergencies ranging in complexity. It also provides the flexibility needed to respond to incidents as they escalate in severity. The purpose of the Incident Command System is to:

1. Provide an organizational structure that can grow rapidly in response to the requirements of critical incidents or emergencies;
2. Provide College management with the control necessary to direct and coordinate all operations and all departments responding to critical incidents or planned events.
3. Assign employees with reasonable expertise and training to critical functions without loss of precious time;
4. Allow the activation of only those positions needed to manage particular incidents or levels of emergencies;
5. Manage both College resources and those of outside organizations;
6. Promote proper span of control and unity of command and;
7. Record and document all incident events.

Concepts presented in this Emergency Operations Plan / Managers Guide consider the full spectrum of responses, from minor incidents to life-threatening disasters. Some incidents or events will be planned or preceded by buildup periods that, if recognized and analyzed effectively, can provide advance preparation or warning to individuals on campus who might be affected. Other emergencies occur with little or no advance warning, requiring mobilization and commitment of campus resources just prior to or after the onset of the emergency. All available elements of the Emergency Operations Plan organization must respond promptly and effectively to any foreseeable emergency.

The Public Safety Article (PS), Title 14, Emergency Management, Annotated Code of Maryland has been enacted to ensure that the state will be adequately prepared to deal with emergencies and disasters which are beyond the capabilities of local authorities, and generally to provide for the common defense and to protect the public peace, health, and safety, and to preserve the lives and property of the people of the State of Maryland. This article is supplemented by emergency plans developed at the county level.

The Emergency Operations Plan for Montgomery College incorporates by reference the Montgomery County Emergency Operations Plan. Nothing in this Emergency Operations Plan/Managers Guide will be inconsistent with the Montgomery County Emergency Operations Plan.

If the response capabilities of the College are exceeded, Montgomery College will request assistance from Montgomery County or the State of Maryland as appropriate and consistent with established protocols, Mutual Aid agreements or Memorandum of Understanding (MOU) that Montgomery College has established with any other entity.

All personnel involved in crisis response and recovery activities will use a continuously evolving process consisting of principles that include, but are not limited to:

- a. Acquiring accurate information;
- b. Determining and reviewing options;
- c. Making decisions and formulating action plans;
- d. Coordinating and implementing decisions and action plans;
- e. Monitoring results; and

- f. Assessing results and making any necessary or prudent adjustments to decisions.

Mitigation activities are any actions taken to prevent or reduce the occurrence of any risk to life and property. Examples of mitigation efforts include, but are not limited to:

- a. Adherence to building codes and design standards;
- b. Community education and training;
- c. Procurement and integration of equipment; and
- d. Identifying resources.

Preparedness activities are actions that are taken prior to crises that facilitate the implementation of coordinated responses. Examples of preparedness efforts include, but are not limited to:

- a. Testing and maintaining equipment and supplies;
- b. Establishing, equipping and maintaining the capabilities for an Incident Command Post and an Emergency Operations Center;
- c. Developing emergency plans and procedures;
- d. Participation in training drills and exercises in compliance with the Homeland Security Exercise and Evaluation Program (HSEEP);
- e. Coordinating emergency communications systems;
- f. Identifying hazards and;
- g. Developing and maintaining Continuity of Operations Plans (COOP) for all departments.

Response activities are actions taken immediately during or directly after crises to save or protect lives, minimize damage to property, and increase the effectiveness of recovery efforts. Examples of departments responsible for primary response activities include, but are not limited to:

- a. Montgomery County Fire and Emergency Medical Services
- b. Montgomery College Campus Public Safety and Special Police and Montgomery County Police Department (MCPD)
- c. Montgomery College Administrative & Fiscal Services
- d. Campus Crisis Management Teams

Recovery actions involve restoring systems and operations to normal. Short-term recovery actions are taken to assess damage and re-establish vital life-support systems; long-term recovery actions may continue for months or years. Examples of recovery actions include, but are not limited to:

- a. Maintaining civil order
- b. Assessing damage
- c. Clearing debris
- d. Decontamination
- e. Counseling and mental health services
- f. Health and medical services
- g. Temporary accommodations for students and employees
- h. Reconstruction and renovation
- i. Related mitigation efforts

Section II: CRISIS CLASSIFICATION & COMMUNICATION

NATIONAL TERRORISM ADVISORY SYSTEM (NTAS)

The National Terrorism Advisory System (NTAS) replaces the color codes of the Homeland Security Advisory System (HSAS). NTAS will more effectively communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector.

After reviewing the available information, the Secretary of Homeland Security will decide, in coordination with other Federal entities, whether an NTAS Alert should be issued. NTAS Alerts will only be issued when credible information is available. These alerts will include a clear statement that there is an:

- ***Imminent Threat Alert*** - Warns of a credible, specific, and impending terrorist threat against the United States.
- ***Elevated Threat Alert*** - Warns of a credible terrorist threat against the United States.

Using available information, the alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and governments can take to help prevent, mitigate or respond to the threat.

The NTAS Alerts will be based on the nature of the threat: in some cases, alerts will be sent directly to law enforcement or affected areas of the private sector, while in others, alerts will be issued more broadly to the American public through both official and media channels. Sunset Provision - An individual threat alert is issued for a specific time period and then automatically expires. It may be extended if new information becomes available or the threat evolves.

WIRELESS EMERGENCY ALERTS (WEA)

The Wireless Emergency Alerts system is an essential part of America's emergency preparedness. Since its launch in 2012, the WEA system has been used more than 49,000 times to warn the public about dangerous weather, missing children, and other critical situations – all through alerts on compatible cell phones and other mobile devices.

WEA is a public safety system that allows customers who own compatible mobile devices to receive geographically targeted, text-like messages alerting them of imminent threats to safety in their area.

WEA enables government officials to target emergency alerts to specific geographic areas. The Warning, Alert and Response Network (WARN) Act established WEA in 2008 and it became operational in 2012.

Wireless companies volunteer to participate in WEA, which is the result of a unique public/private partnership between the Federal Emergency Management Administration, the FCC, and the United States wireless industry in order to enhance public safety.

MONTGOMERY COLLEGE EMERGENCY RESPONSE

Montgomery College has a 5-Level Crisis Classification that is in line with FEMA Crisis Classifications:

- Level 1 - Isolated Incident
- Level 2 - Minor Incident
- Level 3 - Major Critical Incidents – Campus or community-based
- Level 4 - College-wide Emergencies
- Level 5 - Disasters (regional or national)

Any incident that rises to a Level 3 will require the campus-based ICP and the EOC to activate and open. As needed, key administrators will be brought in for guidance or certain decision-making (Closing individual buildings, cancelling classes in individual buildings, or moving classes from impacted buildings, etc.).

The College Executive Response Team (ERT) may be activated to support the campus CMT, and/or to make decisions and plans that affect College operations.

During the incident response and immediate aftermath the ICP will have incident command, and will be coordinating with emergency responders.

The CMT will activate and meet and will coordinate with the EOC to provide Logistical and Planning support to the ICP. The EOC will also coordinate with the ERT to ensure that information is being shared, and decisions are communicated to ICP and the College community.

MONTGOMERY COLLEGE MASS NOTIFICATION

In the event of an incident that requires mass notification of a campus or the entire College community, the following modes of mass communication will be utilized:

In the event of incident occurring on one of the campuses that requires notification to the college community Montgomery College will send an MCAAlert via the RAVE platform per existing protocols. Depending on the situation the message may be sent via Text Message, Email, Phone Call, Desktop Notification, Activation of Digital Signs, Activation of LED Message Boards, posting a message on the College Facebook and Twitter accounts.

In a life-threatening emergency, such as an active shooter/active threat; fire/explosion; tornado, hazmat spill, etc. that directly affects life-safety of College constituents or visitors, any Assistant Director, supervisor, or officer of Montgomery College's Public Safety is authorized to send an MCAAlert when the sender determines that the failure to act immediately may result in death or serious injury. This process complies with the mandates of the Clery Act, which dictates prompt notification (an Emergency Notification or a Timely Warning) during the occurrence of a serious and continuing threat to the College community. When a Timely Warning message is created, the sender will ensure that the message contains (1) the nature of the threat (such as "Tornado impact imminent"), as well as (2) prevention or safety information (such as "Take shelter in severe weather shelters. DO NOT leave your building or enter a vehicle").

TRAINING

Training should include simulation exercises that allow personnel to become thoroughly familiar with the procedures, facilities, and systems that will actually be used in crisis and emergency exercises.

SECTION III: INCIDENT COMMAND

INCIDENT COMMAND POST (ICP)

Many isolated or minor incidents (Level 1 and 2 Incidents) may not require the activation of a formal Incident Command Post or the Emergency Operations Center. However, every major incident, planned event or disaster (Level 3, 4 and 5 Incidents or Level 2, 3 Planned Events) will require the identification of an incident commander and the establishment of an Incident Command Post, in close proximity to the incident, in keeping with the principles of the Incident Command System. Response activities and work assignments will be planned, coordinated, and delegated from the Incident Command Post. The Incident Command Post:

1. Serves as the centralized location in which Incident Command Post staff members or first responders gather, check in, and assume their roles in the Incident Command Post;
2. Will be activated by the Campus Public Safety Assistant Director, Campus Public Safety Supervisor, Campus Public Safety OIC or designee, specialized response units (Fire, EMS, Police, Health Department, etc.) or any other College staff with the appropriate authority and training to establish and operate an Incident Command Post;
3. The Incident Command Post may be comprised of a multi-jurisdictional unified command group (local, state, federal) of command-level officers from police, fire/EMS, hazmat, health department, college facilities, environmental or any other operational group that is deemed necessary based on the nature of the critical incident.
4. The staging area for the Incident Command Post will vary based on the location, nature and safety factors of the critical incident. The staging area for the Incident Command Post should include adequate communications equipment and other logistical support. In the event the incident requires outside intervention/response (MCPD, MSP, FBI, Health Dept. etc.) the Incident Command Post/Unified Command will act as the coordinator of services during the operational phase of the incident.

*** Prior to the activation of a formal College Emergency Operations Center, responding officers from Montgomery College's Department of Public Safety will initiate an Incident Command Post whenever a Level 3, 4 or 5 incident occurs. Public Safety Dispatch will be notified of the location of the ICP and the officer in charge. The process may not be as formal as that outlined in this policy, but the responding officers will designate a safe location and temporary incident commander to coordinate the initial response to the incident. The responding officers may be relieved of their incident command duties upon the arrival of a Campus Public Safety Assistant Director, Shift Supervisor, or Montgomery County emergency services manager (police or fire).**

The Incident Command Post will operate throughout the event as the team of first responders who are directly acting to resolve the immediate crisis. The ICP may consist of a Campus Public Safety Assistant Director or Supervisor, fire commander or MCPD supervisor or manager who is directing on-scene first responders to an active threat, hazardous condition, fire or weather emergency. The ICP is the location to which other first responders report for information, intelligence or assignment.

Upon the initial response of members of the ICP to the incident, and an assessment of the situation, the ICP commander may request or direct that the campus Emergency Operations Center be activated.

EMERGENCY OPERATIONS CENTER (EOC)

The EOC is a physical location, usually located on the campus in a secure area away from the incident, in which the Crisis Management Team can gather to identify the critical issues that need to be addressed; organize team members to address necessary tasks; delegate tasks that must be undertaken; and record actions taken for future assessment of the College response

1. Personnel making up the EOC may include, but are not limited to (as required based on incident complexity and/or size):
 - EOC Manager / Unified Command & Command Staff
 - Incident Recorder (who serves as the assistant EOC Manager)
 - Operations Section
 - Planning Section
 - Logistics Section
 - Public Information Officer
 - Finance and Administration (if required)
 - Safety Officer
 - Liaison Officer
 - Other functions necessary to resolve the event, such as first aid/triage, student care or family reunification.

2. The EOC will have the following resources available to it:
 - College Emergency Operations Plan
 - List of key College personnel with corresponding telephone, email, fax, and other contact information
 - Floor plans of all College owned or occupied property
 - Current College telephone and email directory
 - List of College radio resources, frequencies, and talk groups
 - College EOC forms and other equipment in the EOC go-kit

The Campus Public Safety Assistant Director or designee will ensure that adequate supplies are available for an Emergency Operations Center, with supplies being replaced or updated as necessary.

The Emergency Operations Center does not control the incident response; it supports the Incident Command Post response to an incident.

The Emergency Operations Center (EOC):

1. Will be located at the appropriate and designated campus conference room or computer lab and serves as the location where Emergency Operations Center personnel gather, check-in and assume their responsibilities in the Emergency Operations Center.
2. If the specified location is unavailable, the EOC Manager will identify a location that is:
 - In a safe location as designated by the EOC Manager
 - Has sufficient infrastructure (power, communications, restrooms etc.) to support its operation
3. Will be activated by any College staff member with the appropriate authority and training to establish and operate an Emergency Operations Center, upon the request or direction of the Incident Commander.
4. The Emergency Operations Center may include multi-departmental or multi-jurisdictional staff, or involved College departments or divisions, that are required to assist the Incident Command Post in coordinating the overall campus or jurisdictional response

INCIDENT COMMAND SYSTEM ORGANIZATIONAL CHART (EOC)

EOC Manager / Unified Command

(The EOC Manager assumes responsibility for all Sections that are not delegated to other staff)

Direct Reports:	Incident Recorder
	Safety Officer
	Liaison Officer
	Public Information
	Intelligence

Sections:	Operations
	Planning
	Logistics

Finance and Administration

EOC MANAGER & COMMAND STAFF (Direct Reports)

1. The EOC Manager is the operational authority for critical incident management at Montgomery College, responsible for the efficient operation of the Emergency Operations Center. In the event of a critical incident at Montgomery College the EOC Manager is:
 - a. Any other College staff member with the appropriate authority and training to establish or operate an Emergency Operations Center, as designated by the Department of Public Safety or;
 - b. Appropriate specialized service personnel (Fire Dept., EMS, Health Dept. etc., serving in a unified command with the designated EOC Manager).
2. Duties and responsibilities of the EOC Manager include, but are not limited to:
 - a. Working with the Incident Command Post to stabilize the scene by supporting the following critical tasks;
 - 1) Establishing communications and control.
 - 2) Conduct scene assessment.
 - 3) Opening the EOC (Emergency Operations Center), and ensuring that needed supplies are available for the use of team members.
 - b. Creating a list of all tasks that will be assigned and handled by the Crisis Management Team.
 - c. Selecting appropriate functions and making assignments pursuant to the Incident Command System; issue ICS identification badges/vests as appropriate, which correspond with the specific function assigned:
 - 1) Determining whether a Unified Command structure with other assisting agencies or campus entities is necessary.
 - 2) Conducting initial briefings of Command Staff and Section Chiefs. Develop or cause to be developed, an Incident Action Plan with specific objectives & time frames for review and approval.
 - 3) Briefing all Incident EOC personnel on the Incident Action Plan.
 - 4) Continually reviewing and updating the Incident Action Plan with staff.
 - 5) The EOC Manager assumes duties/responsibilities for Section positions until delegated to qualified personnel.
 - d. Identifying the "Critical Zone".
 - 1) Immediate identification of the critical zone limits additional exposure to danger for citizens and responders (inner and outer perimeter).
 - 2) Limiting access of unauthorized persons to the critical zone.

- i. If HazMat related, no contaminated persons should leave the area OR enter the ICP or EOC without being decontaminated.
 - ii. Persons entering the HazMat area will have appropriate personal protective equipment (PPE).
 - iii. Communicate scene or critical zone limitations to first responders as soon as possible.
- e. Establishing an Inner Perimeter.
 - 1) Use uniformed officers if possible.
 - 2) If plainclothes officers are initially deployed, replace with uniformed personnel as soon as possible.
- f. Establishing an Outer Perimeter.
 - 1) Initiate crowd control measures.
 - 2) Control movement to and from the incident scene.
- g. Establishing a Staging Area.
 - 1) Select area that is large enough for resources to be located and transferred as needed. The staging area should be between the Inner and Outer Perimeters to ensure that traffic and crowds do not interfere with movement of resources to the scene.
- h. Establish a staging area for vehicles and equipment used by first responders. In most cases, unless this area conflicts with other uses, such as media vehicles, the south parking lot will be secured by Campus Public Safety and used by first responders.
- i. Establish a staging area for media that permits access to the College PIO, as well as a visual backdrop for video of the College for broadcast or print-media purposes.
- j. Identifying and Requesting Additional Resources.
 - 1) Quickly assess and request additional resources to reduce response time.
 - 2) Direct resources to the Staging Area.
- k. Approving all information released to the media. Coordinate the release of information with the College Public Information Officer.

PUBLIC INFORMATION OFFICER (PIO)

Duties and responsibilities of the Public Information Officer (PIO) include, but are not limited to:

1. Obtaining briefing information from the EOC Manager.
2. Respect and adherence to all federal and state laws regarding FERPA, student records and College policies relating to the release of information.
3. Establishing a Joint Information Center (JIC) if necessary.

4. Establishing a Media Staging Area.
5. Coordinating all information releases from other jurisdiction or responding agencies' PIO's and the College media office.
6. Preparing information summary on media coverage for EOC personnel.
7. Obtaining approval from the EOC Manager for the release of information to the news media.
8. Managing all media inquiries and responses, including press conferences/briefings and social media posts. Post all news releases in the EOC for review.
9. Providing escorts for media and other officials as necessary.
10. Maintaining a log of all activities.

SAFETY OFFICER

Duties and responsibilities of the Safety Officer include, but are not limited to:

1. Obtaining briefing information from the EOC Manager.
2. Assisting in the formulation of the Incident Action Plan.
3. Monitoring operational activities and assess potentially dangerous or unsafe conditions.
4. Working with College officials and first responders to remediate conditions that are deemed to be potentially dangerous or unsafe.
5. Monitoring stress and physical levels of involved personnel.
6. Maintaining a log of all activities.

LIAISON OFFICER

Duties and responsibilities of the Liaison Officer include, but are not limited to:

1. Obtaining briefing information from the EOC Manager.
2. Providing a point-of-contact for assisting mutual aid agency representatives.
3. Identify agency representatives from each jurisdiction including communications link and location of all personnel assigned to assist with the incident.
4. Handling requests from EOC personnel for inter-organizational contacts.
5. Monitoring incident operations to identify current or potential inter-organizational conflicts or problems.
6. Providing information to appropriate governmental agencies.
7. Maintaining liaison with the command post of other agencies involved in the incident.
8. Maintaining activity log.

INTELLIGENCE/INFORMATION OFFICER

[**OPTIONAL**] Duties and responsibilities of the Intelligence/Information Officer (optional) include, but are not limited to:

1. Obtaining briefing information from the EOC Manager.
2. Providing the EOC Manager with timely and accurate intelligence or information concerning the incident.
3. Maintaining activity log.

INCIDENT RECORDER

Duties and responsibilities of the Incident Recorder include, but are not limited to:

1. Obtaining briefing information from the EOC Manager.
2. Serving as the Assistant EOC Manager, able to replace the EOC Manger if needed.
3. Maintaining the EOC log/journal, which will include time, activity and action taken.
4. Periodically distributing a situation report to EOC personnel.
5. Gathering incident related information from the other EOC personnel for entry into the journal, including tasks assigned, updates, information given out or received.
6. Referring pertinent information to the Public Information Officer.
7. Maintaining custody of all documents prepared for briefing the EOC Manager; ensure that the date, time and all persons present for the briefings are properly recorded.
8. Maintaining an updated map of the incident location, which when displayed for all EOC personnel will depict the following;
 - a. Affected area or region.
 - b. Inner and Outer Perimeter locations.
 - c. Incident Command Post location.
 - d. Emergency Operations Center location
 - e. Staging Area location(s)
 - f. Areas requiring evacuation or already evacuated
 - g. Location of assisting agency personnel or specialists
 - h. Locations that have been created in support of the EOC, to include first aid/triage; Executive Response Team; rest and recuperation areas; etc.
 - i. Maintaining an updated table of organization for key personnel and roles within the ICS structure.
 - j. Assisting the Planning Section in developing a plan for resolving the emergency

OPERATIONS SECTION CHIEF

Operations Section: The Operations Section Chief of the Emergency Operations Center will be assigned by the EOC Manager as follows:

1. Duties and responsibilities of the Operations Section include, but are not limited to:
 - a. Assisting in the development of the Incident Action Plan.
 - b. Continuously appraising and evaluating the tactical situation.
 - c. Executing the operational component of the Incident Action Plan, with the approval of the Incident Commander.
 - d. Directing and controlling the tactical deployment of field elements assigned through the Operations Section.
 - e. Assisting the Logistics Section in providing all resources (equipment, supplies and personnel) to field operations for incident resolution.
 - f. Ensuring that appropriate reports are completed for Operations Section activities.
 - g. Assisting with demobilization planning for returning to normal operations.

2. Specific duties and responsibilities of the Operations Section Chief include, but are not limited to:
 - a. Obtaining briefing information from the EOC Manager.
 - b. Supervising and directing the activities of all assigned Operations Section personnel.
 - c. Assisting in the development of the Incident Operations Plan (Operational Component).
 - d. Coordinating Operations Section Activities with other EOC functions.
 - e. Preparing and recommending operational plan changes and revisions to the Incident Commander.
 - f. Issuing operational orders to implement directives of the Operations Section Chief and Incident Commander.
 - g. Advising the EOC Manager on the readiness of teams for deployment.
 - h. Selecting or recommending Staging Area locations, perimeter assignments, evacuation strategies and resource requirements.
 - i. Providing frequent incident status briefings.
 - j. Ensuring personnel prepare after-action reports, an ongoing activity log and assist in planning for return to normal operations.

PLANNING SECTION CHIEF

The Planning Section Chief of the Emergency Operations Center will be assigned by the EOC Manager.

1. Specific duties and responsibilities of the Planning Section include, but are not limited to:
 - a. Responsibility for deploying personnel to gather and assess intelligence information.
 - b. Responsibility for providing intelligence information relating to specific hazardous locations and conditions and for individuals advocating and or participating in violations of the law (such as unauthorized protests and demonstrations, looting or similar acts).
 - c. Responsibility for obtaining photographs, sound and video recordings of the incident where appropriate and assist EOC personnel in developing the operational response plan.
 - d. Monitoring all television and radio broadcasts related to the incident.
 - e. In concert with the Executive Response Team, preparing a plan for returning to normal operations and a coordinated plan for the reassignment of all incident personnel.
 - f. Preparing a plan for repopulating of evacuated areas, where appropriate.
 - g. Assessing and preparing estimations of factors effecting escalation or de-escalation and at the request of the EOC Manager, performing field observations such as:
 - 1) Identification of high-risk locations.
 - 2) Identification of persons inciting violence.
 - 3) Situation damage / injury / casualty estimates.
 - 4) Weather and environmental conditions.
2. Specific duties and responsibilities of the Planning Section Chief include, but are not limited to
 - a. Obtaining briefing information from the EOC Manager.
 - b. Providing a briefing on incident size and scope to all Planning Section personnel.

- c. Deploying and supervising personnel as needed to gather and assess intelligence information.
- d. Maintaining an intelligence file on specific hazardous locations and for individuals advocating or participating in violations of the law or disruptive conduct.
- e. Obtaining photographs, sound and video recordings of incident activities where appropriate to assist Incident Command Post in developing an operational response plan.
- f. Ensuring that coverage of all television and radio broadcasts are monitored.
- g. Preparing an appraisal of incident escalation and de-escalation at the request of the EOC Manager, by performing intelligence analysis and field observations.
 - 1) Identification of high-risk locations.
 - 2) Identification of individuals inciting violence.
 - 3) Estimate crowd size and type.
 - 4) Situation damage / injury / casualty estimates.
- h. Working with the Safety Officer to take immediate action for any condition observed that may cause danger or is a safety hazard to personnel.
- i. Maintaining an activity log

LOGISTICS SECTION CHIEF

The Logistics Section Chief of the EOC will be assigned by the EOC Manager.

1. Specific duties and responsibilities of the Logistics Section include, but are not limited to:
 - a. Determining with the Operations and Planning Sections the size, scope and seriousness of the incident and the anticipated resources required for incident resolution.
 - b. Requesting, maintaining and controlling selected equipment, supplies, facilities and other services required by the Operations Section.
 - c. Providing security for the EOC, Staging Area, Media Area and other sensitive areas as required.
 - d. Arranging and providing meals and refreshment for all incident personnel in coordination with other Section Officers.
 - e. Maintaining a visible chart of resources requested or utilized and advise the Operations Section of estimated time of the arrival or the unavailability of the resources requested.
2. Duties and responsibilities of the Logistics Section Chief include, but are not limited to:
 - a. Obtaining briefing information from the EOC Manager
 - b. Planning and coordinating the activities of the Logistics Section and supervise the assignment of personnel.
 - c. Evaluating with Operations and Planning Sections the current size, scope and seriousness of the incident and plan necessary logistical support for field operations
 - d. Providing, maintaining and controlling selected equipment, supplies, facilities and services required by the Operations Section.
 - e. Assigning security for the EOC, Staging Area, Media Area and other sensitive areas, as required.
 - f. Coordinating and process requests for additional resources.

- g. Maintaining a visible chart of resources requested and advise the Operations Section of the arrival or unavailability of resources for deployment. The logistical chart should display information as follows;
 - 1) Resources requested (available / unavailable).
 - 2) Time requested.
 - 3) Estimated time of arrival.
 - 4) Resource “staged” location and availability.
 - 5) Descriptive data regarding resource; size, numbers, capabilities and ratings.
- h. Providing for meals and refreshments for all incident personnel.
- i. Providing for the rest and/or replacement of EOC personnel or personnel assigned to the incident
- j. Maintaining an activity log

FINANCE/ADMINISTRATION

The Finance/Administration Section Chief of the EOC will be assigned by the EOC Manager.

- 1. Duties and responsibilities of the Finance/Administration Section Chief include, but are not limited to:
 - a. Obtaining briefing information from the EOC Manager.
 - b. Activating necessary support elements (Time Keeping Unit, Procurement Unit, Compensation and Claims Unit and Cost Unit) to support Finance and Administration Section activities.
 - c. Providing input in planning sessions on financial and cost analysis matters.
 - d. Assisting the Logistics Section with procurement of equipment, supplies, and other resources needed for incident resolution.
 - e. Ensuring that all personnel time records are maintained and transmitted to agencies assisting with incident, particularly in events that might involve reimbursement of funds.
 - f. Participating in demobilization and incident termination planning sessions.
 - g. Preparing incident related cost analysis as requested by the EOC Manager.
 - h. Responding to and evaluating incident related compensation claim requests.
 - i. Maintaining an activity log.

CONTINUITY OF BUSINESS OPERATIONS (COOP)

The Department of Public Safety and Emergency Management has been charged with the responsibility to manage the College COOP effort. The COOP Team will be called together in the aftermath of a crisis, so that the most critical business and educational tasks are addressed by the pertinent work units, possibly from an off-campus location. For example, the payment of employee salaries, the filing of state or federal reports, or the initiation of remote instruction will be coordinated by the Team. Prior to a crisis, and on an on-going basis, each work group will identify the most critical tasks that must be completed during the crisis; the priority of those tasks; 2 trained employees who will handle those tasks remotely; primary and secondary off-site work locations, and any alternatives that should be assessed and planned-for in anticipation of a local or regional crisis. The COOP Plan is an internal document, and will not be shared with the College community or the public.

Administrative and Fiscal Services, in conjunction with Academic Services, will coordinate the effort that provides the technology, facilities and support services needed to accomplish the COOP mission.

INCIDENT CONCLUSION

At the conclusion of a critical incident, the Director of Public Safety or designee will convene a working group consisting of members of the Incident Command Team, Crisis Management Team(s) and Executive Response Team to document successes and challenges related to the incident. All logs and associated documents will be collected, and a final report will be written. The following areas will be evaluated: (not a complete list: other issues will likely be included)

1. The college alerting system(s)
2. The ability of Public Safety officers and other College components to respond to, and address the emergency
3. The operation of the Centralized Dispatch Center
4. The response of the College community to instructions as well as self-directed activity
5. The formation and effectiveness of the Incident Command Post (ICP)
6. The notification and formation of the campus Crisis Management Team (CMT)
 - a. Success and challenges of the CMT relating to their identified tasks and assignments
7. The notification and formation of the Executive Response Team (ERT)
 - a. Success and challenges of the ERT relating to their identified tasks and assignments
8. The success and challenges of other College departments, division or work groups, to evaluate their role in mitigation and recovery efforts

MESSAGING TO THE COLLEGE COMMUNITY

The Emergency Operations Plan has been modified significantly to reflect contemporary changes to crisis Response and mitigation. The Plan, prior to revision, has been published effective A, 2020.

When there is a substantial change to the Plan, Public Safety will ensure that all College students and employees are notified via email of the changes, as well as the link to the revised Plan document. Members of the residential and business community adjacent to the College campuses will be notified of the existence and access to the Plan when mass messaging opportunities to the community present.

TRAINING

College employees who are members or potential members of the Crisis Management Team (CMT) or Executive Response Team (ERT) are required to obtain certification via FEMA's level 100 multi-hazard training for higher education (IS100.c – Introduction to Incident Command System, ICS 100). Members of the College community who are added to any of the ICS teams in the future will be required to obtain ICS 100 certification within 30 days of appointment to the team. Leadership for any College crisis management or executive team is encouraged to obtain certification in the FEMA 3-day classroom course titled L063 Multi-Hazard Emergency Management for Higher Education.

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