SOUTH MOUNTAIN COMMUNITY COLLEGE

EMERGENCY OPERATIONS PLAN

MARICOPA
COMMUNITY
COLLEGES®

Special acknowledgement to the Arizona Department of Education

Arizona Division of Emergency Management

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I. INTRODUCTION

Approval Statement:

The Emergency Operations Plan (EOP) at South Mountain Community College has been reviewed and found to comply with the Arizona School Emergency Response Plan, minimum and/or recommended requirements.

President	Date	District Representative	Date

City of Phoenix Law Enforcement	Date	Maricopa County Health Department	Date

City of Phoenix Local Emergency Management	Date

Emergency Operations Plan

Title Changes

In the template for preparing the Emergency Operation Plan, new titles were used for college functions. The following table illustrates the difference for South Mountain Community College (SMCC):

Emergency Operations Plan Template	SMCC Titles
Director of Public Safety	Director of Public Safety
Liaison Officer	Director of Marketing & Public Relations
Public Information Officer	Director of Marketing & Public Relations
Institutional Effectiveness	Director of Marketing & Public Relations
Safety Officer	Director of Public Safety

MARICOPA EMERGENCY MANAGEMENT SYSTEM (MEMS)

VISION STATEMENT:

The SMCC vision statement:

South Mountain Community College will be prepared to mitigate possible emergency situations, to protect the safety and well-being of community college members, and will be able to resume normal routines in a timely manner.

MISSION STATEMENT:

South Mountain Community College's Emergency Operations Plan will be based on federal and local emergency management practices. All employees will become familiar with the emergency response plan and be prepared to fulfill their assigned responsibilities. Training will occur on a continuing basis with all portions of the plan.

The Emergency Operations Plan will be updated annually and distributed to faculty and staff. Students will be advised of the plan and its location. Key personnel will be selected and trained to fill specific and specialized areas of the Emergency Operations Plan.

OVERVIEW OF INCIDENT COMMAND SYSTEM (ICS)

EMERGENCY OPERATIONS PLAN

Purpose:
An emergency can occur at any time. In the case of fire, flood, storm, epidemic, riot, earthquake, intruder or other disasters, it is important for South Mountain Community College personnel to be as fully prepared as possible to ensure the highest rate of survivability. The more prepared South Mountain Community College is, the more likely it will be able to prevent an emergency from turning into a major occurrence. In some instances, coordination with outside resources from the local level up to the federal level may be needed. Having a well-written plan that is consistent with other emergency agencies will enhance response to an emergency and mitigate subsequent recovery time.

Most emergencies are small and easily managed by college staff. This Emergency Operations Plan is designed to help in those cases when an emergency affects large portions of the college or requires the assistance of outside agencies. In the unlikely event of a major catastrophe that involves the entire area, emergency services may be overwhelmed and unable to respond immediately. Members of the college community must be able to help themselves until assistance arrives. To ensure the safety of all involved and promote familiarity with the system, all emergencies should be handled in a consistent manner. Therefore, this plan encourages the use of the Federal Emergency Management Agency's (FEMA) Incident Command System (ICS), to be used as part of South Mountain Community College's comprehensive Emergency Operations Plan.

With this in mind, an Emergency Operations Plan must be organized and trained to meet the needs of the college prior to an emergency. As an option, an Emergency Response Team may also be organized (See Appendix E). All faculty and staff must be trained in the basics of the Emergency Operations Plan to have maximum safety, efficiency and communication during a crisis, emergency, or disaster. Faculty, staff and students must be reassured that all preparations and training are necessary for their safety and well-being. All college community members should have distributed to them or be allowed access to the Emergency Operations Plan.

Constant revisions throughout the planning, preparation and training of the Emergency Operations Plan should occur. Input from all college community members should not only be listened to but also sought out. Annual training concerning the plan should be encouraged for all faculty and staff.

AUTHORITIES AND REFERENCES
    1.   Federal:
         a.   Homeland Security Presidential Directive 5 (HSPD 5): National Preparedness, December 17, 2003.
         b.   Homeland Security Presidential Directive 8 (HSPD 8): National Preparedness, December 17, 2003.
         c.   Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, Public Law 93-288, as amended by Public Law 100-707.

d.   Superfund Amendments and Reauthorization Act of 1986 (SARA), Title III, Emergency Planning and Community Right-to-Know (Promulgated as Public Law 99-499).
e.   Comprehensive Environmental Response, Compensation, and Liability Act of 1980, Public Law 96-510.
f.   40 CFR Parts 300 and 355. Final Rule: Extremely Hazardous Substances List and Threshold Planning Notification Requirements (52 FR 13378 April 22, 1987).
g.   Presidential Decision Directive 39. US Policy on Counter-Terrorism, June 21, 1995.

2.   State of Arizona:
a.   Executive Order 2005-08 Designation of the National Incident Management System (NIMS) as the Basis for All Incident Management in Arizona.
b.   Chapter 2, Title 26, Arizona Revised Statutes, as amended.
c.   Chapter 1, Title 35, Arizona Revised Statutes, as amended.
d.   Arizona Revised Statutes, 36-2208 through 36-2210.
e.   State of Arizona Emergency Response and Recovery Plan, as updated.

3.   Maricopa County
a.   Maricopa County Emergency Management Resolution of 2002.
b.   Maricopa County Emergency Operations Plan (EOP), as updated.

4.   Maricopa County Community College District
a.   Letter of Promulgation, as updated.
b.   Delegation of Emergency Policy Executive Responsibilities, as updated.
c.   MCCCD Emergency Operations Plan, as updated.
d.   MCCCD Pandemic Plan, as updated.
e.   MCCCD Environmental Health & Safety Emergency Response Plan, as updated.
f.   MCCCD Media Relations Response Plan, as updated.

II. EMERGENCY OPERATIONS PLAN (EOP)

FORMAT:
The EOP is written to be in compliance with the National Incident Management System (NIMS) which is a command and control system that provides a consistent nationwide approach for private and public sector organizations to work effectively together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. It provides for interoperability and compatibility among private and public sector capabilities, and includes a core set of concepts, principles, terminology, and technologies covering the Incident Command System; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources

SCOPE:
South Mountain Community College will integrate the Incident Command System (ICS) to handle all crises and emergencies. The ICS is a nationally used system that streamlines operations during an emergency. Implemented by the Department of Homeland Security, ICS allows multiple agencies to work together effectively. The college's use of ICS will help the College interface with outside emergency services during a crisis.

In order to properly manage an emergency, it is important for the college to be involved in the four phases of emergency planning. They are mitigation, planning, response and recovery. ICS incorporates five major components. They are the Incident Command, Operation, Planning, Finance, and Logistics. Each component works with the other during a crisis. Emergency responders will be using ICS.

The Director of Public Safety is the overall commander of the SMCC emergency. The Director of Public Safety will have a command staff consisting of a Director of Marketing & Public Relations. The Director of Public Safety is in charge of all facets of the emergency and may work with other agencies as part of a unified command.

The Director of Public Safety will interact with all on-site and off-site agencies to simplify communications and needs of the various agencies. The Director of Marketing & Public Relations will be in charge of all communications with media,

relatives and college community members. The Director of Public Safety is responsible that all procedures and actions are completed in a safe manner.

South Mountain Community College will integrate with emergency responders in their ICS. Any actions taken that are due to a consequence of an emergency will be handled by South Mountain Community College's own Director of Public Safety through the use of ICS and its components.

These actions taken by the Director of Public Safety, can include, but are not limited to:
1. Any actions that will result in the preservation of life, limb and property within the scope of personnel training and responsibilities.
2. Relocation to an offsite facility.
3. Basic emergency response prior to emergency responders arrival.
4. Directing traffic.
5. Assisting in isolating the area.
6. Relaying important information to emergency responders such as location of areas of refuge, facility maps and layouts.
7. Any actions needed to resume normal business operations as quickly as possible.

The Director of Public Safety may establish four general staff positions:
- The Operations section is responsible for the actions of college emergency response personnel.
- The Planning section is responsible for plans such as this manual, new plans designed during an emergency, and review of the existing plan.
- The Finance section needs to be involved in all stages of emergency management in order to cover and recoup from expenses incurred.
- The Logistics section is involved with control over all resources.

The ICS is flexible and can expand as needed. Most emergencies on college occur requiring the minimum number of personnel needed. In most incidents, the Director of Public Safety is the Director of Public Safety.

In day-to-day use, the Director of Public Safety, can even be the single responding personnel to an incident. When an emergency occurs beyond the resources of these departments, ICS can be expanded to tap into the resources needed to handle the emergency. Training to understand aspects of the ICS should be given to key employees of the college. More in-depth training will be provided for college first responders and those selected to fill slots in the ICS command structure.

OBJECTIVES:
The objectives of the EOP are:

1. Protect the lives and property of faculty, staff, students and visitors by establishing functional procedures necessary for immediate response of MCCCD agencies and departments to an emergency.
2. Establish a mutual understanding of authorities, functions, and responsibilities.
3. Provide instructions and guidance to college personnel for emergency response.
4. Identify the college's role for mutual aid to and from local, state, and federal agencies.
5. Provide for the orderly restoration of business operations, academic and residential programs

SITUATION AND ASSUMPTIONS:

A. Situation:
Possible natural hazards to each college include floods, fires, and severe storms. There is also the threat of a terrorism incident such as a nuclear, biochemical, or conventional attack. Other disaster situations could develop from a hazardous materials accident, major transportation accident or civil disorder.

The greatest mistake administration, faculty, and staff make in a crisis come from not having a plan of operation in place. Planning, training and drills will help prevent those mistakes. In addition, making use of the Incident Command System will lay the groundwork for the chain of command. This Emergency Operations Plan will provide the step-by-step sequence for planned and unplanned emergencies. Some common incidents have been addressed to help you in an emergency. In order for the Emergency Operation Plan at South Mountain Community College to be viable, the college must conduct drills. After each drill, it is critical to evaluate all aspects of the exercise and determine those actions that worked and those that did not.

South Mountain Community College encompasses 100 acres and 20 buildings at 7050 South 24th St. Phoenix, AZ. 85042. The college population fluctuates on a daily basis; it peaks in mid-morning, decreasing through the mid-afternoon. Population increases as evening classes begin. Counting staff, South Mountain Community College's 24th Street campus population can have approximately 3000 college community members at any one time.

South Mountain Community College's Public Safety personnel and/or local fire and law enforcement agencies handle most emergencies. During a major emergency or disaster, a unified command with local EMS and administration based on the Incident Command System (ICS) is the most effective approach to management of emergency operations.

In all cases, fire and/or police agencies will be in command of the emergency event and the designated emergency responder will be the Director of Public Safety. This does not negate the responsibilities of college officials and Public Safety. The college will need to respond to the cascading effects of the incident and respond accordingly. This plan is design to help mitigate, plan, respond and recover from these effects that include, but are not limited to:

1. Vulnerabilities to the adverse effects of natural, man-made or technological disasters that may result in loss of life, property damage and social disruption.

2. Transportation of hazardous substances and other toxic chemical materials nearby to the college, as well as the storage and use of these substances at the college, provide a potential for a disaster.

3. Localized flooding, due to thunderstorms during the "monsoon" (July through September) and more general flooding from winter storms (December through February), provides a potential natural hazard to the college. Flooded road crossings and localized flooding are possible.

4. Windstorms, with wind speeds up to tornado strength (called micro bursts), frequently occur in conjunction with the monsoon season thunderstorms. Straight-line winds also represent a significant hazard.

5. The proximity of South Mountain Community College to major transportation routes makes it particularly vulnerable to transportation-based accidents including aircraft, trains and buses.

6. Varied use facilities (e.g., science facilities, central plant, etc) raise the potential for building fires.

7. A Weapons of Mass Destruction (WMD) event or attack could occur through accident, miscalculation, irrational act, unplanned escalation of a conventional war, or as a deliberate act.

8. Workplace violence perpetrated by faculty, students, or visitors is a potential threat to South Mountain Community College.

9. The use of South Mountain Community College facilities for high profile events raises the potential for an emergency due to civil disturbances and or terrorism.

10. National or statewide events that impact the community such as earthquakes, hurricanes, volcanic eruptions, and tsunamis may involve the use of South Mountain Community College facilities, equipment and personnel for recovery and sheltering.

B. Assumptions
1. South Mountain Community College may be subject to a variety of natural, man-made or technological disasters in the future and has the primary responsibility for emergency actions within each College. It will commit all reasonably available resources to save lives, minimize injury to persons and minimize damage to property and the environment.

2. Emergencies may occur at any time with little or no warning. In some instances, increased readiness actions and warning may allow tasks to be completed in advance.

3. It is possible that federal, state or local assistance may not be available for up to 72 hours following the occurrence of a major emergency. South Mountain Community College and local emergency response services will initially carry out response and short-term recovery operations on an independent basis until federal; state and district assistance arrives, if required.

4. South Mountain Community College may not be physically capable of handling all requests for assistance immediately due to the nature of the emergency. Faculty, staff, students and visitors of the college must be self-sufficient for the first 24 hours of a major emergency.

5. In the event an emergency occurs before or after regular South Mountain Community College hours, on a holiday or weekend when most departments are closed, the structure of the plan remains the same; however, its implementation may vary depending upon available resources and staffing. Until the time that authorized officials can be notified, the highest-ranking individuals who are available at the time of the disaster will assume responsibility under the guidelines of NIMS and ICS.

6. Local South Mountain Community College officials recognize their responsibility for providing for the safety and well being of college personnel and will assume their functions in the implementation of the EOP. Proper implementation of this plan will reduce or prevent emergency related losses.

Responsibility and Control:

The Emergency Operations Plan is under the control of the college President/designee and is managed by the Public Safety. In the event of a major disaster, the college President/designee will impose all necessary regulations to limit loss of life and property and preserve the peace and order of the college, which may include, but is not limited to, events that:

- Suspend regular academic activities.
- Close public access to any building, street or other public area.
- Call for resources from MCCCD, South Mountain Community College or outside organizations.
- Necessitate the procurement of mitigation funds or grants for designated projects.
- Require application for Public Assistance

Trained college emergency response personnel, under the direction of Public Safety, will determine the manner in which college personnel and equipment are used. The College President will be responsible for deactivating the Emergency Operations Plan.

Delegation of Authority:

The President has the primary responsibility for developing and implementing South Mountain Community College's Emergency Operations Plan. The President furthermore has the responsibility of executing the policies developed by the district. Any delegation of responsibility will be done in writing. The office receiving the letter will maintain the original letter of delegation. Copies of the letter will be provided to the local Police Department, Phoenix Fire Department, Local Emergency Manager, South Mountain Community Public Safety, Facilities, Vice-Presidents, Department/Division Chairs and Managers, and others as deemed appropriate.

Response Priorities:

In an emergency situation college community members will be concerned and need to be reassured that all possible actions that South Mountain Community College can take are being implemented. The following actions are the most important priorities.

Listed in order of priority they are:

1. Protect human life.
2. Prevent or minimize personal injury.
3. Protect property.
4. Restore normal operations ASAP.

Expectations of South Mountain Community College personnel:

Every employee has the responsibility to respond as directed by the appropriate authority. Cooperation by all personnel is a must to reduce the loss of life. South Mountain Community College personnel will follow directions from their department heads. Training will be provided to all employees consistent and with regards to the Emergency Operations Plan. Advanced training will be made available to those employees who wish to have more active roles in responding to an emergency.

Emergency Operations Plan Committee:
To ensure that the Emergency Operations Plan continues to be a living document, a committee(s) shall be established consisting of local law enforcement, fire/EMS, emergency management, and South Mountain Community College personnel to develop the Emergency Operations Plan.

The committee(s) should consist of South Mountain Community College staff from the following disciplines:

Vice President, Administrative Services	Director of Marketing & Public Relations
Director of Public Safety	Director, Facilities
Director of Information Technology	Associate Dean, Student Development
Division Chair, Counseling, Health and Wellness	

To avoid a committee that is over staffed, subcommittee should be formed to include various functions or disciplines with a representative from each forming the Emergency Operations Committee.

The following subcommittees are required:
Crisis Communication Subcommittee (Appendix B)
Point of Distribution (POD) Subcommittee (Appendix C)
Crisis Counseling Subcommittee (Appendix D)
LAB Safety Subcommittee (E)

The Emergency Operations Plan Committee will be charged with the following duties and responsibilities:

1. This plan shall be reviewed annually by the Emergency Operations Plan committee, after all drills and exercises, any major incidents, and training to maintain up to date procedures.

2. Establish policy and procedures for a training schedule to be developed to provide for special needs college community members.

3. Establish policy and procedures to help assist non-English speaking college community members during an actual emergency.

4. Establish policy and procedures for drills and training to be conducted throughout the year to test the effectiveness of the plan and promote familiarity with the Incident Command System (ICS).

5. Establish policy and procedures to insure that after each drill, all participants will be debriefed to assimilate lessons learned.   Strengths and weaknesses will be addressed to update the plan.

6. Develop a method to insure that after each off-site, non-college training, participants will share participation materials and any insights with members of the Emergency Operations committee.

7. Insure that each classroom, lobby and department will be supplied with an Emergency Response Guide that provides instructions on how to respond to specific events as determined by the South Mountain Community College emergency planning committee.

8. A National Oceanic and Atmosphere Administration (NOAA) capable radio with battery power back up will be placed in the Public Safety office where it can be monitored for emergency messages 24 hours.

9. Provisions for off-college emergencies will be addressed in this plan (e.g., college vehicle accidents, field trips, off college athletics).

10. Provide for emergencies at the centers (Ahwatukee; Guadalupe, Betty Fairfax High School; others)

11. A copy of this plan will be filed with the offices of the district office, college President, all Vice-Presidents, Public Safety, Facilities, Marketing & Public Relations and the local City of Phoenix emergency manager.

Emergency Communications – Response Team:

When an emergency condition exists, the Director of Public Safety, or his designee, or any CRT member will notify team members to respond to their area of assignment. The methods of team communication listed below will be used. Notifications will be given in plain language. **Code words shall not be used.**

The systems may include:

1. Radio
2. Telephone
3. E-mail
4. Public Address System
5. Pagers
6. Runners
7. Text messaging

Crisis Communication – Internal and External Publics:
The Director of Marketing and Public Relations is the official college spokesperson to the media and will work cooperatively with District Office Communications. Internal and external communication will be consistent to all publics. A separate staging location will be pre-identified for media briefings. All crisis communications will be handled per the crisis communication plan (see Appendix B).

The crisis communication team will be responsible for:

1. Working in conjunction with the District Joint Information Center (JIC) as established by the MCCCD Emergency Operations Center and emergency responders.
2. Delivery of timely information, through the JIC, to media or clear any/all media communications.
3. Acting as chief spokesperson for the college or will advise chief spokesperson.
4. Handle emergency closing notifications and coordinate special notifications as required.
5. Provide clear, continuous and timely communication to faculty, staff and students and external publics as required (See Appendix B).

ROLES AND RESPONSIBILITIES
President Responsibilities:
The college President is the highest level of emergency authority at the college. The college President can delegate responsibility.

The college President/designee has the following responsibilities:

During an emergency:
1. Authorize and declare a college state of emergency.
2. Authorize and delegate an Director of Public Safety.
3. Immediately notify and maintain communications as needed:
   a. MCCCD Chancellor.
   b. City leadership.
   c. Maricopa County Emergency Manager.
4. Maintain a unified command with responding agencies.
5. Establish a liaison between college responders and outside agencies.
6. Authorize the closure of classes, buildings or evacuation of the entire college.
7. Authorize deviations from the day-to-day operating procedures for implementing this plan.
8. Authorize major public announcements.

Preplanning:
1. Approve the Emergency Operations Plan.
2. Chair the Emergency Operations Plan Committee.
3. Approve and sign a written Letter of Authority for the Director of Public Safety.

Following an Emergency:
1. Downgrade level of response.
2. Rescind level of response.

Director of Public Safety:
The Director of Public Safety will be responsible for the direction of college personnel in response to an emergency. The Director of Public Safety will not exceed his/her authority in response to the emergency and the cascading effects of the emergency as they relate to the college.

The Director of Public Safety will have the authority to:
1. Provide for life safety, incident containment, and property protection.
2. Activate Incident Command System protocols
3. Assume command of actions relating to the college community.
4. Set-up an Incident Command Post.
5. Establish a unified command with responding agencies.
6. Direct activities linked to college responsibilities.
7. Maintain open communication with the college President.
8. Evacuate, lockdown, or shelter in place.

Departmental Responsibilities:
Primary responsibilities in most major incidents will fall on the shoulders of Public Safety, facilities and emergency services (EMS). Even though this will be the case, other departments have shared responsibilities during a crisis. These departments will devise, maintain and review a crisis plan as follows:

Administration:
1. Delegate and authorize maintenance, bi-annual review, and training for the Emergency Operations Plan.
2. Vice-Presidents shall be members of the Emergency Operations Planning Committee and/or subcommittees.
3. Remain current on the Incident Command System (ICS) and the National Incident Management System (NIMS).
4. Have on file records of department crisis plans.

Admissions and records:
1. Advise Emergency Operations Committee on pertinent laws concerning release of records.
2. Provide basic emergency supplies to Public Safety areas:
    a. 1 flashlight,
    b. 1 set of batteries for flashlight.
    c. 1 standard first aid kit
    d. A copy of the emergency guidelines.
    e. Maps of assembly areas, evacuation routes and areas of refuge.
3. Release personnel for orientations, training and drills concerning evacuations and lockdowns**.**

Facilities:
1. Director and designee shall take the following courses: ICS 100, 200, 700 and 800.
2. Director shall be a member of the Emergency Operations Planning Committee.
3. Director will revise, maintain and review a facilities crisis plan.
    a. Include shut down procedures, training schedule and list of authorized personnel.
    b. Distribute plan to administration and Public Safety.
4. Maintain and repair required emergency supplies assigned to facilities.

Public Safety:
1. Devise, maintain, review, train and drill the Emergency Operations Plan.
2. All board approved personnel shall take the following courses: IS 100 (ICS), 200 (ICS), 700 (NIMS), and 800 (NRP)
3. Supervisors [if you have them] shall also take the following courses:
    a. ICS 300, 400
    b. IS 275 (EOC) and 362 (School emergency planning)
4. Director of Public Safety shall be members of the Emergency Operations Planning Committee.
5. Devise, maintain and review a Public Safety crisis plan.
    a. Include response, first aid, Emergency Response Team (ERT) and Search and Rescue (SAR) training.
    b. Distribute plan to administration and facilities.

6. Maintain necessary emergency response supplies.
7. Advice on all department crisis plans.
8. Contact District Emergency Operations Center (EOC) and coordinate resource renewal efforts.

Child Care Center:
1. Devise, maintain and review a child care crisis plan under the requirements of state law.
   a. Include parental notifications and proper child release procedures.
   b. Distribute plan to administration, Public Safety and any other agencies required by law.
2. Director may be a member of the Emergency Operations Planning Committee.

Counseling Services:
1. Devise, maintain and review a counseling crisis plan that includes the provision of outside services for students.
2. Contact employee assistance program (EAP) for Crisis intervention Stress De-briefing (CISD). EAP should be contacted by the appropriate Vice President.
3. Contact contracted counseling service for recovery actions by the appropriate Vice President.
4. Develop a special needs population communication plan.
5. Provide training for special needs to Public Safety personnel if it is not provided by district or EOLT.
6. Distribute plan to administration and Public Safety.
7. Division Chair, Counseling, Health and Wellness, may be a member of the Emergency Operations Planning Committee.

Information Technology:
1. Devise, maintain and review an Information Technology crisis plan.
   a. Include proper shut down procedures and authorized personnel.
   b. Distribute plan to administration and Public Safety.
2. Integrate plan with Public Safety plan for communication requirements.
3. Director shall be member of the Emergency Operations Planning Committee.

Marketing & Public Relations:
1. Devise, maintain and review a crisis communication plan.
   a. Responsible for defining all internal and external constituencies.
   b. Ensure timely and consistent messaging to all publics.
2. Provide assistance and training for Public Safety
3. Director shall be member of the Emergency Operations Planning Committee.

Emergency Contact Numbers

Public Safety Agencies	Number
General Emergency	911
Police/Sheriff/Fire	911
Poison Control	9-602-253-3334
Maricopa Medical Center	9-602-344-5011
Maricopa County Animal Care & Control	9-602-506-3011
Maricopa County Dept. of Health	9-602-506-3011
Maricopa Department of Emergency Management	9-602-273-1411
District Contacts	Number
Chancellor's Office Assistant to the Chancellor (Linda Back)	9-480-731-8100 9-480-731-8108
District PIO/E-Prep Communication Contact (Chris Chesrown)	9-480-731-8789 Cell: 480-518-7072

District Director of Public Safety (Ernie Bakin)	9-480-731-8436 Cell: 623-826-7784
Risk Management (Ruth Unks)	9-480-731-8879 Cell: 602-290-7403
Director, District Facilities (Arlen Solochek)	9-480-731-8232
Legal Department	9-480-731-8877 9-480-731-8878
CONTRACT SERVICE CONTACTS	
Aramark- Food services	9-480-461-7275
Follet Bookstores	9-602-243-8323
IKON	9-602.243-8171

SITE ASSIGNMENTS AND STAGING AREAS: Select sites that are separated by distance and provide the necessary requirements to function during an emergency.

On Site Locations and Staging Areas		
	Primary	Alternate
Command Post	Need a space with phone, fax, printer, communication mechanisms	TBA
Student Care (for those needing assistance)	Gymnasium	TBA
First Aid	Gymnasium	TBA
Student Request (a place where parents can request for minor students)	Gymnasium	TBA
Student Release (a space when minors can be released to a parent)	Gymnasium	TBA
Media Staging	Gymnasium	TBA
Law Enforcement Staging	Southwest Parking Lot	TBA
Fire Staging	Southwest Parking Lot	TBA
Public Works Staging (water, sewers)	Facilities	TBA
Utilities Staging (SRP)	Facilities	TBA
Student Relocation Center (for students to wait)	Gymnasium	TBA
District Staging (a place for district personnel)	Administration Building	TBA

Off Site Locations and Staging Areas (should the college need to move to another location)		
	Primary	Alternate
Command Post	Holy Family Catholic Church 6802 S. 24th Street, Phoenix	TBA
Student Care	Holy Family Catholic Church	TBA

First Aid	Holy Family Catholic Church	TBA
Student Request		
Student Release	T.G. Barr Elementary School 2041 E. Vineyard Rd., Phoenix	TBA
Media Staging		
Law Enforcement Staging	Dirt Field North of Campus	TBA
Fire Staging	Dirt Field North of Campus	TBA
Public Works Staging	Dirt Field North of Campus	TBA
Utilities Staging	Dirt Field North of Campus	TBA
Student Relocation Center	Dirt Field North of Campus	TBA
District Staging	DISTRICT OFFICE	TBA

ICS ASSIGNMENTS: Select individual with experience related to the emergency. Establish a separate executive group led by the president and administration for political and business continuity decisions.

POSITION	1ST (Primary)	2ND(Alt)
Director of Public Safety		
Director, Market & Public Relations (Information Officer)		
Operations		
Communications	Public Safety	TBA
Recorder	Public Safety	TBA
Security	Public Safety	TBA
Search & Rescue	Phoenix Police Department	TBA
Medical/First Aid	Phoenix Fire Department	TBA
Student Supervision	Public Safety	TBA
Student Request	Registration/Records	TBA
Student Release	Faculty/Supervisors	TBA
Runners	Public Safety/Student Government	TBA

Notes*:* The site assignments, staging areas, and ICS assignments reflect the worst-case scenario. The Incident Command System will be used only to the extent that is needed. Some position titles may not be filled and alternates need to be determined.

Evacuation:

Director of Public Safety:
1. Initiates ICS
2. Issues evacuation procedures.

3. Determines if students and staff should be evacuated to assembly areas or to Holy Family Catholic Church relocation center. The Director of Public Safety contacts and informs them that the evacuation is taking place.
4. Director of Public Safety notifies relocation center.

Public Safety will direct students and staff to:
1. Follow evacuation drill procedures and route. Follow alternate route if normal route is too dangerous.
2. Close all windows.
3. Assist with disabled and non-English speaking students and staff.
4. Lock doors.

Facilities Staff:
1. Will turn off air conditioning, gas and heating system.
2. Assist with evacuation.

Faculty and supervisors:
1. Direct students to follow normal evacuation drill procedures unless IC alters route.
2. Take classroom roster and emergency kit.
3. Close classroom doors and turn out lights.
4. When in designated assembly area, account for all students and staff. Inform Public Safety immediately of missing staff and/or student(s).
5. If students are evacuated, stay with students from class unless relieved.
6. If relocated, account for personnel when you arrive at the relocation center.
7. Evacuated staff will stay with their department in the designated assembly area.

LOCKDOWN
Lock-down procedures may be issued in situations involving dangerous intruders or other incidents that may result in harm to persons outside school buildings and/or classrooms. The Director of Public Safety will issue lock-down order by announcing and/or sending a messenger to each classroom or other alternate method.

In the event a lockdown is decided, follow the direction of Public Safety Officers and other personnel delegated by the President/Director of Public Safety.

These directions will include:
1. ICS will be implemented.
2. Go into classrooms or secure rooms, lock classroom doors, cover windows of classrooms.
3. Move all persons away from windows and doors.
4. Have all persons get down on the floor
5. Allow no one outside of classrooms until the President/Director of Public Safety gives the all-clear signal.
6. Department supervisor's account for personnel.
7. Faculty should account for all students after arriving in safe area.
8. Missing staff or students and last known location are reported to Public Safety if able to do safely from locked area via phone or e-mail.
9. All persons must remain in safe areas until notified by the Director of Public Safety or emergency responders.
10. A duress code (TBA) will be used to authenticate any all-clear signal. (This is a specific word or phrase that is used prior to giving the all clear signal that indicates to all staff that the person signaling the all clear is not being forced to do so by an intruder)

REVERSE EVACUATION
Reverse Evacuation/Shelter-in-place provides refuge for students, staff and public within school buildings during an emergency. Shelters are will be located in areas that maximize the safety of inhabitants. Safe areas may change depending on the emergency. Be prepared to go into lockdown/shelter-in-place once inside.

1. Proceed to the designated safe areas in each school building.
2. Director of Public Safety warns students and staff to assemble in safe areas. Bring all persons inside building(s).
3. Teachers take class roster.
4. Supervisors' account for departmental personnel.
5. Close all exterior doors and windows.
6. Turn off any ventilation leading outdoors.

7. If applicable, cover up food not in containers or put it in the refrigerator.
8. If advised, cover mouth and nose with handkerchief, cloth, paper towels or tissues.
9. Teachers should account for all students after arriving in the safe area.
10. Public Safety personnel will make contact with each classroom/department for a headcount.

Sheltering Procedures
All persons must remain in safe areas until notified by the Director of Public Safety or emergency responders.

Staff Responsibilities:
Faculty/Supervisors if advised of sheltering in place:
1. Verify information.
2. Lock classroom doors/office areas.
3. Warn students/staff, if advised.
4. Account for all students and staff.
5. Stay with students/staff.
6. Refer media to SMCC's spokesperson (or designee).

APPENDIX A
EMERGENCY GUIDELINES

Items to be included in a FLIP CHART and distributed to all classrooms, common areas, and to each employee of the college.

GENERAL EMERGENCY:

1. **Call 911** (if necessary).
2. Notify Public Safety (602.243.8030).
3. If evacuation is required, pull fire alarm.
4. Follow normal evacuation route. Follow alternate route if normal route is too dangerous.
5. Supervisors and faculty take headcount.
6. Missing personnel and last known location will be relayed to Public Safety.
7. Refer media to Director of Marketing & Public Relations (602.243.8030).

ANIMALS:

Animals are not allowed on college campus.
1. First ensure the safety of students, faculty and staff.
2. Call 911, if necessary.
3. If possible, leave the area.
4. Notify Public Safety (602.243.8100).
5. Provide description of animal(s) and the animal's location.
6. If, possible, seal off area if animal(s) still present.

BOMB THREAT:

Upon receiving a message that a bomb has been planted in school:
1. Use bomb threat checklist (back page)
2. Ask where the bomb is located, when will the bomb go off, what materials are in the bomb, who is calling, and why is caller doing this.
3. Listen closely to caller's voice and speech patterns and to noises in background.
4. After hanging up phone, immediately dial 9*57 to trace call.
5. Notify your supervisor and Public Safety.

   Use bomb threat checklist available in APPENDIX A, page 25.

COLLEGE ATTACK:

Weapons of mass destruction likely to be employed by terrorists fall into four basic categories: Nuclear, Biological, Chemical, and Conventional. The below outlined procedures will protect students and staff should such attacks occur.

Nuclear: Defense against nuclear weapons depends primarily on distance from the point of detonation. If time permits:

Conventional: The danger from the blast effect of conventional explosive devices is similar to nuclear devices with a higher rate of survivability.

If responding to the threat of an imminent blast nearby:

1. Move students and staff to specifically identified rooms. Interior hallways may be used as an alternate.
2. Close all doors leading into hallways to minimize flying glass.
3. All people assume the duck, cover and hold position on the ground.
4. Shelter in place to protect from fall out if attack is far enough away.
5. Keep students and staff inside buildings. Allow parents to pick up their children or college community members to leave at their own discretion once cleared to do so by Public Safety, emergency management, or military authorities

Biological: Defense against biological attacks is difficult. Awareness is usually not possible for days or weeks. The first signs may emerge as personnel notice a higher than usual incidence of various symptoms.

Should an attack be discovered while classes are underway:
1. Reverse-evacuate all people into college buildings.
2. Shelter-in-place.
3. Close all doors and windows.
4. Seal doors, windows, and vents with plastic and duct tape.
5. Keep students and staff inside buildings. Allow parents to pick up their minor children or college community members to leave at their own discretion once cleared to do so by Public Safety, public safety, emergency management, or military authorities.

Chemical:
1. Reverse-evacuate all people into school buildings.
2. Shelter in place.
3. Close all doors and windows.
4. Seal doors, windows, and vents with plastic and duct tape.
5. Be prepared to treat students and staff who experience a reaction to the chemical agent.
6. The decision to evacuate should be made after consulting with Public Safety, emergency management, or military authorities.

If the school is the target:
1. Follow evacuation procedures.
2. Evacuate to a pre-determined off site location(s).

STUDENT UNREST:
1. Call 911, if necessary.
2. Notify Public Safety (602.243.8100).
3. Evacuate the area if advised by emergency personnel or Public Safety.
4. Keep students/staff calm.
5. Lock classroom/office doors.
6. If in lockdown, do not allow students/staff to leave the classroom/office until you receive an all-clear signal from Director of Public Safety.
7. Make a list of students/staff that are missing. Relay this information to Public Safety /Emergency personnel when contacted.

COLLEGE VEHICLE INCIDENT:

Driver/Monitor:
1. First ensure the safety of students and staff.
2. Call 911, if necessary.
3. Notify the South Mountain Community Public Safety department (602.243.8100).
4. Prepare Traffic Accident Incident Form.

5. Exchange Insurance information with other involved drivers.

College Personnel:
1. Notify Public Safety (602.243.8100).
2. Identify location(s) to which injured have been taken.

CRIME IN PROGRESS:
1. Remain calm.
2. Call 911
3. Notify Public Safety (602.243.8100).
4. From a safe distance, write down or make a mental note of as much information as possible (i.e., suspect description, clothes worn, vehicle description and license plate number).

DISRUPTIVE PERSON:
Whenever you observe or are the subject of unruly or disruptive acts by an individual:

Outside of the classroom:
1. Notify Public Safety (602.243.8100).
2. Wait for responding officer.
3. Describe the incident to the responding officer.

Inside a classroom:
1. The instructor should immediately contact Public Safety (602.243.8100).
2. The instructor should calmly address the situation with the disruptive person to defuse the incident.
3. Wait for responding officer.
4. Describe the incident to the responding officer.
5. Prepare and forward a "STUDENT CONDUCT DISRUPTION/DISCIPLINE REPORT" to the Vice-President of Student Affairs.

FIGHTS/ASSAULTS
1. Ensure the safety of students, faculty and staff first.
2. Call 911, if necessary.
3. Notify Public Safety (602.243.8100). **DO NOT TAKE MATTERS INTO YOUR OWN HANDS.**
4. Evacuate the area.

INTRUDER / HOSTAGE:
(Intruder: An unauthorized person who enters school property)
1. Notify Public Safety (602.243.8100).
2. **DO NOT APPROACH.**
3. Provide detailed description of intruder.
4. Be prepared to evacuate area and assist with evacuation.

If taken hostage:
1. Follow instructions of hostage taker.
2. Try not to panic. Calm students if they are present.
3. Treat the hostage taker as normally as possible.
4. Be respectful to hostage taker.
5. Ask permission to speak and do not argue or make suggestions

WEAPONS:
1. Call 911 if a weapon is suspected to be in school.
2. DO NOT APPROACH SUSPECT.
3. Notify Public Safety (602.243.8100).

4. If suspect threatens you with a weapon, do not try to disarm them. Back away with your arms up. Remain calm.

CRIME / VIOLENCE
Fights, Disruptive Individuals, Crime in Progress, Hostage Situation, Weapons

FIRE:
In the event a fire or smoke from a fire has been detected:
1. Activate fire alarm *(Public Safety responds to all fire alarms).*
2. Evacuate to an assembly area (See map, back page).
3. Follow normal evacuation drill route. Follow alternate route if normal route is too dangerous.
4. Supervisors and faculty take a head count after being evacuated.
5. Identified missing personnel will be reported to Public Safety. The last known location of personnel will be relayed.
6. No one may re-enter building(s) until entire building(s) is declared safe by fire or police personnel.
7. Director of Public Safety notifies students and staff of termination of emergency. Resume normal operations.

GAS LEAK:
If gas odor has been detected in the building:
1. Notify Public Safety (602.243.8100) and Facilities (602.243.8061).
2. **Do not pull fire alarm.**
3. When advised, evacuate faculty, students and staff to a safe distance outside of building.
4. Follow normal fire drill route. Follow alternate route if normal route is too dangerous.
5. Supervisors and faculty take headcount.
6. Missing personnel and last known location will be relayed to Public Safety.
7. No one may re-enter building(s) until fire or police personnel declare entire building(s) safe.
8. Director of Public Safety notifies students and staff of termination of emergency. Resume normal operations.

If gas odor has been detected outside the building:
1. Notify facilities (602.243.8061) and Public Safety (602.243.8100).
2. Notification will be made whether to shelter in place or evacuate. Fire personnel will assist with decision.
3. If evacuated, no one may re-enter building(s) until fire or police personnel declare entire building(s) safe.
4. Director of Public Safety notifies students and staff of termination of emergency. Resume normal operations.

POWER OUTAGE:

If the fire alarm is activated, follow evacuation procedures, otherwise:
1. If in a class, remain in the classroom until directed by Public Safety or other rescue personnel.
2. If in an elevator, use the emergency phone to notify Public Safety.
3. Assist those that may need it (i.e. visitors, handicapped).

HAZARDOUS MATERIALS EVENT:

Incident occurred on campus:
1. Call 911.

2. Notify Public Safety (602.243.8100).
3. Evacuate lockdown or shelter in place as directed.
4. Fire officer in charge will recommend shelter or evacuation actions.
5. Follow normal evacuation procedure drill or sheltering.
6. Supervisors and faculty take headcount.
7. Missing personnel and last known location will be relayed to Public Safety.
8. Resume normal operations only after approval from fire officials.

Incident occurred near college property:
1. Fire or police will notify President.
2. Fire officer in charge of scene will recommend shelter or evacuation actions.
3. Follow procedures for sheltering or evacuation.
4. Resume normal operations only after approval from fire officials.

LOCKDOWN / SHELTER-IN-PLACE:

Lock-down procedures may be issued in situations involving dangerous intruders or other incidents that may result in harm to people outside school buildings. Director of Public Safety will issue lock-down order by announcing and/or sending a messenger to each classroom or other alternate method.

In the event that a lockdown/shelter is decided, follow the direction of Officers and other personnel delegated by the President/ Director of Public Safety.

These directions will include:
1. Go into classrooms or secure rooms, lock classroom doors, cover windows of classrooms.
2. Move all people away from windows and doors.
3. Have all people get down on the floor.

Allow no one outside of classrooms until the President/ Director of Public Safety gives the all-clear signal. An all-clear signal will be given.

EVACUATION:

1. Follow evacuation drill procedures and route. Follow alternate route if normal route is too dangerous.
2. Take classroom roster and emergency kit.
3. Direct students to follow normal evacuation drill procedures.
4. If safe to do so:
   a. Close all windows.
   b. Lock doors.
5. Assist with disabled and non-English speaking students and staff.
6. Proceed to assembly area.
7. If students are evacuated, stay with students from class unless relieved by buddy/teacher. Take roll again when you arrive at the relocation center.
8. Evacuated staff will stay with their department.

Faculty and supervisors:
When in designated assembly areas, account for all students and staff. Immediately inform response authorities of missing staff and/or student(s).

REVERSE EVACUATION:

Reverse Evacuation/Shelter-in-place provides refuge for students, staff and public within school buildings during an emergency. Shelters are located in areas that maximize the safety of inhabitants. Safe areas may change depending on the emergency. Be prepared to go into lockdown/shelter-in-place once inside.

1. Proceed to the determined designated safe areas in each school building (See map, back page).
2. Director of Public Safety warns students and staff to assemble in safe areas.
3. Bring all people inside building(s).
4. Faculty takes class roster. Supervisors' account for departmental personnel.
5. Close all exterior doors and windows.
6. Faculty should account for all students after arriving in the safe area.
7. Personnel will contact each classroom/department for a headcount.
8. All people must remain in safe areas until notified by Director of Public Safety or emergency responders.

If advised:
1. Turn off any ventilation leading outdoors.
2. Cover up food not in containers or put it in the refrigerator.
3. Cover mouth and nose with handkerchief, cloth, paper towels or tissues.

SHELTERING PROCEDURES:

Sheltering provides refuge for students, staff and public within school building during an emergency. Shelters are located in areas that maximize the safety of inhabitants. Safe areas may change depending on the emergency.

1. Public Safety will notify college community members of a sheltering-in-place occurrence; may be done through phone, loud speakers, runners, voice override Internet protocol or other means.
2. Students and staff assemble in safe areas. Bring all people inside building(s).
3. Faculty should account for all students after arriving in safe area.
4. Department supervisor's account for personnel.
5. Missing staff or students and last known location are reported to Public Safety.
6. All people must remain in safe areas until notified by Director of Public Safety or emergency responders.

If advised:
1. Close all exterior doors and windows.
2. Turn off any ventilation leading outdoors.
3. Seal doors, windows, and vents with plastic sheets and duct tape if available.
4. Cover up food not in containers or put it in the refrigerator.
5. Cover mouth and nose with handkerchief, cloth, paper towels or tissues.

Faculty/Supervisors if advised of sheltering in place:
1. Verify information through Public Safety or immediate supervisor.
2. Lock classroom doors/office areas.
3. Warn students/staff, if advised.
4. Account for all students and staff.
5. Stay with students/staff.
6. Refer media to SMCC Director, Marketing and Public Relations.

MEDIA:

1. All staff must refer media to South Mountain Community College's Director of Marketing & Public Relations.
2. Director of Marketing & Public Relations assumes responsibility for issuing public statements during an emergency.
3. Director of Marketing & Public Relations serves as college spokesperson unless he/she designates a spokesperson. If spokesperson is unavailable, an alternate will be designated.
4. Alternate College spokesperson is District Director, Marketing & Communications.
5. College President acts as contact for emergency responders and assists the Director of Public Safety, with coordinating media communications.

During an emergency, adhere to the following procedures:
1. Present all factual information to Director of Marketing & Public Relations.
2. Do not argue with media.
3. Maintain log of all telephone inquiries.
4. Respect privacy of victim(s) and family of victim(s). Do not release names to media.
5. Refrain from exaggerating or sensationalizing crisis.

MEDICAL-EMPLOYEE:

In the event that an employee needs first aid or medical assistance:
1. Call 911 if needed.
2. Notify Public Safety (602.243.8100). Inform Public Safety if blood or bodily fluids are involved.
3. Keep the ill or injured person as comfortable as possible.
4. Do not perform any first aid beyond your **certified** training.
5. Do not move a person that has fallen or appears in pain.
6. Report any details leading to the injury to responding officers and emergency services.
7. Supervisor prepares necessary industrial report forms.
8. If needed, Supervisor provides transportation to 1492 South Mill Avenue, Suite 101, Tempe, AZ 85281.

MEDICAL-STUDENT:

In the event that a student or visitor is ill or injured:
1. Call 911 if needed.
2. Notify Public Safety (602.243.8100). Inform Public Safety if blood or bodily fluids are involved.
3. Keep the ill or injured person as comfortable as possible.
4. Do not perform any first aid beyond your **certified** training.
5. Do not move a person that has fallen or appears in pain.
6. Report any details leading to the injury to responding officers and emergency services.
7. Do not discuss possible cause of an accident or condition that may have contributed to the accident.

SERIOUS INJURY/DEATH:

If incident occurred on campus:
1. Call 911.
2. Notify Public Safety (602.243.8100).
3. If possible, isolate affected student/staff member.
4. Public Safety will make necessary notifications.
5. Refer media to Director of Marketing & Public Relations.
6.

If incident occurred off campus:
1. Call 911.
2. Notify Public Safety (602.243.8100).
3. Follow directions of Public Safety.
4. Announce availability of counseling services for those who need assistance.
5. Refer media to Director of Marketing & Public Relations.

SUICIDE:

Suicide Attempt on campus:
1. Verify information.
2. Notify Public Safety (602.243.8100).

Suicidal Death/Serious Injury:
1. Verify information.
2. Call 911.
3. Notify Public Safety (602.243.8100).
4.

Post-crisis Intervention:
1. Meet with counseling staff that has been arranged for this service.
2. Assess stress level of staff. Recommend EAP to overly stressed staff.
3. Refer media to Director of Marketing & Public Relations. Do not let media question students or staff.
4. Supervisors/faculty should follow-up with students and staff who received counseling.
5. Resume normal routines as soon as possible.

SUSPICIOUS PACKAGE:

1. Remain calm.
2. Do not let anyone handle item or go near it.
3. Notify Public Safety (602.243.8100). Public Safety will make the determination to call emergency services.
4. Write down any pertinent information concerning the package (i.e. how received, when, how found)
5. Follow evacuation procedures if told to do so.
6. **Do not shut off lights, close doors or windows.**

WEATHER:

Severe Weather Watch has been issued in an area near school:
1. Reverse evacuation.
2. Bring all people inside building(s).
3. Close windows and blinds.
4. Severe weather safe areas are under desks and in hallways away from windows and large rooms.

Severe Weather Warning has been issued in an area near school or severe weather has been spotted near school:
1. Move students and staff to safe areas.
2. Faculty takes class rosters.
3. Supervisors/faculty account for all students/staff.
4. Missing personnel will be reported to Public Safety (602.243.8100). The last known location of personnel will be relayed.

5. Remain in safe area until warning expires or until emergency personnel have issued an all-clear signal.

MAPS OF DESIGNATED ASSEMBLY AREAS:

ASSEMBLY AREA MAP

BOMB THREAT CHECKLIST
  Questions to ask:

1) When is the bomb going to explode?

2) Where is it right now?

3) What does it look like?

4) What kind of bomb is it?

5) What will cause it to explode?

6) Did you place the bomb?

7) Why?

8) What is your address?

9) What is your name?

  Exact wording of the threat:
_____
_____
_____
_____
_____

Sex of Caller: **Race:**
                        _____   _____

Length of call: _____   **Age:**   _____

Date: _____   **Time:**   _____

Number at which call was received:
_____

  Notes:

Callers Voice - Circle as applicable:

• Calm	• Nasal
• Angry	• Stutter
• Excited	• Lisp
• Slow	• Raspy
• Rapid	• Deep
• Soft	• Ragged
• Loud	• Clearing Throat
• Laughter	• Deep Breathing
• Crying	• Cracked Voice
• Normal	• Disguised
• Distinct	• Accent
• Slurred	• Familiar

If voice is familiar,
whom did it sound like?

_____

Background Sounds:

• Street Noises	• Factory
• Machinery	
• Animal Noises	• Voices
• Clear	• PA System
• Static	• Local Call
• Music	• Long Distance
• House Noises	• Phone Booth
• Motor	• Office Machinery

Other
Information: _____
                  _____

Threat Language:

• Well Spoken (educated)	
• Incoherent	• Taped
• Foul	• Message read
• Irrational by threat maker	

APPENDIX B
CRISIS COMMUNICATION PLAN
Communication Response Team

1. **Purpose**
   If it is determined that the Emergency Operations Plan is to be deployed, this plan provides guidelines for communicating:
   - Within the college and District,
   - From the college and/or District to the individuals directly affected,
   - From the college or District to the publics we serve, and
   - From the college or District to the media.

   To ensure that the college's/District's public information response to an emergency is quick, accurate, sensitive and responsible, the Office of Marketing & Public Relations has been charged by the President of the college with managing all information during a crisis. The Director has been designated as the official spokesperson for the College. All internal and external inquiries will be referred to the spokesperson at the college or District level.

   This plan is to be flexibly used with emergency decision-making procedures as part of the Emergency Operations Plan, realizing that each situation will require unique response. Elements should be tested annually in conjunction with campus-wide/District emergency drills.

   Appendices should be checked for accuracy and completeness at least at the beginning of each fall semester.

2. **What is a crisis?**
   A crisis is defined as any situation that:

   - requires immediate and coordinated action, and/or
   - will have a significant impact on the operation or the reputation of the District/college.

   Potential Crises
   - Natural disasters, such as fire, flood, hurricane, tornado, and wildfire.
   - Workplace violence (shootings, stabbing, rape).
   - Life threatening incidents (gun accident, plane crash, toxic spill, etc.)
   - Death – of student or employee.
   - Disease (students, employees or visitors with serious communicable disease).
   - Technology issue (internet access, inappropriate use of resources, sabotage).
   - Violations of District policy (theft, misuse of public resources, harassment).
   - Criminal activity (gangs, forgery, etc. involving law enforcement agencies).
   - Building maintenance (deferred maintenance, backed up sewers, etc.).
   - Picketers (pornography, hiring practices, religion, animal testing, etc)
   - Funding losses
   - Layoffs

   ### Crises Can Result in Losses

Loss of life	Loss of resources	Loss of confidence
Loss of access	Loss of service	Loss of students/employees

3. Incident Levels
Incident levels determine the College/District response.

> **Level 1 – A minor incident** has occurred and is **handled within normal department** operations. Example: broken water pipe in student union. Incident notification procedures are conducted. EOC is not activated. Communication may consist of campus-wide e-mail. District is notified through Chancellor's office, if necessary.

> **Level 2 – An incident causes damage and/or interruption to operations.** The incident will **require assistance from outside** department.
> Example: hazmat incident in science building, street flooding outside or near college. Notifications commence as outlined in the plan. The **EOC is not activated**. Communication alert is sent campus-wide and/or posted to web and/or local media may be alerted based on safety threat of situation. District is notified through Chancellor's office.

> **Level 3 – An emergency incident causes damage and/or interruption to a majority of College and/or District operations**. Examples: All campus black-out, building fire, large toxic gas emission. Notification to Emergency Management Team and activation of Emergency Response Plan is necessary, and a partial or full activation of the Emergency Operation Center is required. EOC activation status (partial or full) is determined by the Emergency Management Team representative.

> Communication will be immediate, ongoing, and multi-faceted. District is notified through Chancellor's office. Public Information, Public Safety, Legal and Risk Management are notified. Incident specific departments notified at District.

> **Level 4 – A disaster or potential disaster that involves the entire College and/or District, in which a full activation of the EOC is necessary to address immediate emergency response.**
> Examples: terrorist action, plane crash, shooter on campus. The entire Emergency Management Team is activated, including the EOC and the Communications Response Team. Communication will be immediate, ongoing, and multi-faceted. Communication team members from other colleges will be called to assist, if necessary. District is notified through Chancellor's office, District Public Information, District Public Safety, Legal and Risk Management are notified. Incident specific departments notified at District.

4. Communication Response Team
The work of the Communication Response Team will support the work of the Emergency Management Team which handles the physical aspects of a crisis such as building security, incident safety response, and remediation. The Director of Marketing & Public Relations who serves as spokesperson, is a critical member of the Emergency Management Team.

   Key roles:
- **Spokesperson** – Director of Marketing & Public Relations
- **Family liaison** (key contact person for families) Division Chair, Counseling, Health & Wellness
- **Writer** – Director of Marketing & Public Relations
- **Internal communications** – Director of Marketing & Public Relations
- **Web communications** – Director of Marketing & Public Relations
- **Media call intake** – Director of Marketing & Public Relations; 2nd contact: Office Coordinator for Marketing & Public Relations
- **PR Assist** – Director of Marketing & Public Relations and staff

Defining Roles With in the Department:
Should a crisis situation arise, at any level and for any duration, the Director of Marketing & Public Relations should be prepared to serve as key support for the Communication Response Team.

The college and/or district spokesperson(s) are members of the Emergency Response Team, and will coordinate efforts with other members of the department, forwarding to the department all official accounts of situation. Lead direction will come from the college/District spokesperson or designee and other team members will execute duties as assigned.

Other assistance that may be delegated to team members:
- Meeting the immediate needs of press: parking, electricity, refreshments, paper, pens, press kits, bathroom facilities.
- Assisting in the composition and distribution of press releases, fact sheets and written statements.
- Researching information – internet, outgoing phone calls, gathering data.
- Tracking on-site story, happenings and media activities.
- Fielding incoming requests for information
- Keeping call logs (media and college/district operator).
- Disseminating fact sheets and direct media to information centers.
- Providing office support.

Other areas that the Communication Response Team may need to utilize as a resource for information gathering:

Student Services	Academic Affairs	Human Resources
Public Safety (key contact with law enforcement)	Business Affairs	Employee Groups
District Media Relations	Development	Government Relations
Legal counsel and/or Risk Manager	Technology	Institutional Research

5. Goals in Crisis Communications:

A. Communicate the message and the facts
The facts of the crisis, an official statement and the key message(s) should be communicated to the college's stakeholders. For internal audiences, use broadcast e-mail, broadcast voice mail, the college homepage, a "stealth page" and/or security and safety Web site, the telephone emergency hotline and campus media. Always make sure internal audiences are the first to be informed. For external audiences, use the media by holding press briefings or issuing official statements. Timing of information release should be as immediate as possible based on the unique characteristics of the incident.

B. Identify which mediums are available to communicate your message
The time of day, day of the week, whether it's a holiday and whether or not there is a power outage will help determine which methods of communication can be used to communicate the message.

C. Limit the college/district's exposure to misinterpretations and negative responses and allegations.
The college should stick to the facts and to its main messages. This information should be completely truthful and forthcoming. All "bad" news should be told up-front and all at once; otherwise, it will trickle out slowly and the negative media coverage will continue day after day.

D. Allow the mobilization of resources and continuation of operations – "minimizing the losses," as previously defined: loss of life, loss of access, loss of resources, and loss of service.

Communication priorities:
1. Make sure the event/crisis/problem is clearly defined. It must be stated in a factual, non-judgmental, non-emotional manner. It should be put in writing.

2. For communication purposes, a clear statement or plan for correcting the problem should be put in writing. Sometimes the "plan" is unclear, but you can emphasize how "the college is doing everything it can to help the people who have been adversely affected by this unforeseen situation… When we know more we'll be sure to let you know."

3. Appropriate constituencies should be informed quickly, personally and candidly once the team has agreed to a crisis definition and response.

4. The college's communication professionals understand the tools regularly used to communicate with external and internal publics, the subtleties in the dissemination process, and the ramifications of using these tools improperly. Crises can be hectic; don't let someone with good intentions pressure you into calling a news conference if you don't have the announcement to justify one. Use your best judgment in how and when news releases and statements are issued.

Media Policy - Releasing Statements/Information:
All information released by the college will be done in co-operation with the appropriate external authority, e.g., Maricopa Community Colleges District, local police department, etc. All written or oral statements to college groups, the media and the public will require the authorization of the President or the Crisis Communications Management Team. All statements of information will be channeled through and co-coordinated by the Crisis Communications Management Team.

The legal aspects of releasing information will be governed by the appropriate legal guidelines or referred to legal counsel at the District. All public and media inquiries that are received by other offices and departments will be forwarded to the Crisis Communications Management Team Chair and:

- **Under no circumstances will any representative of the college other than the official spokesperson or his/her designate volunteer any information (names, dates, times, locations, nature of an incident) about an incident.**

It is the responsibility of the Director of Public Safety or his/her designee to notify the Chair of the Crisis Communication team or his/her designee when incidents occur.

APPENDIX C
POINT OF DISTRIBUTION (P.O.D.)

POINT OF DISTRIBUTION (P.O.D.) OPERATION PLAN

Introduction:
The possibility of a major epidemic or pandemic usually will occur with ample time to begin to implement mitigating and preparatory responses. The recent news reports of the avian flu are an atypical example of this forewarning of a potential crisis. The World Health Organization (W.H.O.) and the Center for Disease Control (C.D.C.) have laid down a foundation for response to a biological incident.

Based on that foundation, South Mountain Community College has begun the planning and implementation of a Point of Distribution (P.O.D.) Operation Plan in coordination with the Maricopa County Department of Public Health (MCDPH). Our role is to support the MCDPH plans for vaccinations and other related issues.

South Mountain Community College and the Maricopa County Department of Public Health (MCDPH) have entered into an agreement in which South Mountain Community College will provide college resources in the event that mass distribution of a vaccine(s) is required for residents of the county. These resources will be in support of the four operational areas determined by MCDPH. These areas are Communication and Control, Data Entry, Drug Distribution/Inventory Control, and Dispensing.

The South Mountain Community College P.O.D. Operation Plan is designed to effectively assist the Maricopa County Department of Public Health coordinate vaccinations during a major pandemic incident while continuing college business.

South Mountain Community College has contracted with the MCDPH to provide facilities and personnel to support the distribution of vaccinations and health care to potential and actual patients of a viral or bacterial infection. All of the actual inoculation distribution, triage, transporting, and care of civilians will be provided by MCDPH health care professionals or trained volunteers.

Purpose:
The South Mountain Community College P.O.D. Operation Plan will provide for assistance for the preparation, command and control, risk assessment, communications, implementation, testing, revision, infection control and maintaining essential services. The South Mountain Community College P.O.D. Operation Plan will address issues concerning College security, food services, admission and registration, academic affairs, human resources and international students.

Point of Distribution (POD) Plan to assist MCDPH:
The MCDPH has developed a written plan for P.O.D. sites containing the four operational areas that include communications and control, data entry, drug distribution/inventory control, and dispensing.

1. The MCDPH plan incorporates ICS with an on-site incident command post and a liaison to be posted to work with college responders. The incident command post will be located in the Public Safety Office.
2. Data entry to compile patient information will be located in the gymnasium.
3. Drug distribution/inventory will be secured at the central plant and perishables will be secured at the cafeteria.
4. MCSO Sheriff Officers will guard all controlled substances.
5. MCDPH will provide an Inventory Manager.

6. Dispensing areas will be based in two areas. Area one will be for walk-up located in TBD. Area two will be for drive through located in the TBD parking lot.
7. The area of gymnasiumwill be used to hold patients while awaiting transportation.
8. Tents will be erected; portable restrooms and tow tucks will be staged in the TBD area adjacent to the driveway.

College Responsibilities:
South Mountain Community College will have the primary responsibility of providing physical safety of college community members, access control of facilities, coordinating with MCDPH media relations for release of information, training of college personnel, preparing for the emotional impact to faculty, staff and students, coordinating efforts with other colleges within MCCCD, and other extenuating circumstances that may impact the operations of South Mountain Community College as a result of a epidemic or pandemic(?)].

Preparation:
The Director of Public Safety will establish procedures, practices and guidelines during operations of the P.O.D. A training schedule shall be implemented that shall include an orientation for all employees of the college and specific training for personnel assigned to specific tasks. Training criteria shall be established and approved by the Emergency Operation Plan Committee.

A subcommittee made up of members of the Emergency Operation Plan Committee, college health care professionals and MCDPH will be formed to develop, implement and train the P.O.D.

The SMCC POD committee will consist of:

College Personnel;
1. Vice President, Administrative Services
2. Director of Public Safety or designee
3. Student Representative
External Personnel;
1. Representative from MCDPH.
2. MCSO representative.

The subcommittee will be charged with the following duties:
1. The subcommittee will review this plan annually, after all drills, exercises and incidents to maintain up-to-date procedures.
2. Procedures and a training schedule will be developed.
3. Procedures will be developed to assist non-English speaking, disabled and special needs college community members.
4. Continuity of Operations Plan will be developed.
5. A report will be made to the subcommittee after each drill or training session to incorporate lessons learned. SWOT will de discussed to update the plan.
6. After each off site training, participants will share materials and any lessons learned with committee members.
7. Develop and coordinate additional resource procedures to include district wide health care volunteers.
8. A copy of this plan will be filled in the president's office.

Command and Control:
MCDPH will notify the President when the need arises for the college to begin preparation for distribution. MCDPH will assign MCSO Sheriff's Officers, Maricopa Country P.O.D. Manager, and Maricopa County Director of Public Safety. The Director of Public Safety will act as a liaison between the President and MCDPH operations.

The SMCC Continuity of Operations Plan (COOP) [See Appendix G) will be implemented. All essential personnel will report to their assigned areas. Non-essential personnel may be relieved of duty or reassigned based on need or the severity of the incident.

The nature and severity of the incident may call for a complete evacuation of the college. All personnel will follow standard evacuation procedures. Supervisors will document status of employees. A procedure for back-to-duty shall be established and trained to all employees.

Responsibilities:

President
Before Notification:
1. Approve a Continuity of Business Operations.
2. Determine responsibilities of on-college personnel.
3. Delegate written authority Director of Public Safety.
4. Implement and support drills and training.
5. Meet with MCDPH annually.
After notification:
1. The President will contact the Director of Public Safety, and implement the Emergency Operations Plan and ICS.
2. Notify the crisis communication team and direct them to work in tangent with the MCDPH PIO.
3. Order the evacuation of necessary areas.
4. Direct appropriate personnel to designated area or relocation site for continuity of business.
5. Notify the Chancellor and the district risk manager.

Public Safety:
1. Assist with setting up of the Incident Command Post for MCDPH that will be located at Public Safety.
2. Assist with evacuation of designated areas.
3. Set up barricades in appropriate areas per the MCDPH P.O.D. plan.
4. Direct traffic flow outside of areas of vaccinations.
5. Cooperate with MCSO.
6. Maintain site security of non-vaccination areas.

Facilities:
1. Set up continuity of business areas.
2. Assist with evacuation of designated areas.
3. Continue duties in non-vaccination areas.
4. Cooperate with MCDPH and MCSO.

Information Technology:
1. Implement Emergency Plan.
2. Implement IT COOP
3. Notify necessary district personnel.
4. Provide support to areas per the business continuity plan.

Student Services:
1. Relocate to alternate location.
2. Assist with the physical move to new location.

Communications:
1. The Communications Crisis Plan will be implemented.
2. All media inquiries shall be directed to the Director of Marketing & Public Relations.
3. Notifications to essential and non-essential personnel shall be made.
4. All operational communications shall follow the chain of command.

5. All communications and assignments shall be documented.

Risk Assessment:
The Director of Public Safety in cooperation with the South Mountain Community College P.O.D. committee and MCDPH will assess the risk associated with implementation of this plan. The Director of Public Safety will investigate all avenues of assessment in the areas of mitigation, preparation, response and recovery.

Mitigation:
The Director of Public Safety will research all possible sources to provide funding for mitigation efforts. These resources shall include the Department of Education, Homeland Security, state agencies, district support, and private funding.

The departments of Public Safety and Facilities will investigate areas that could be improved through engineering controls, upgraded equipment and communications that will be used in the event of an epidemic. The IT department will provide technical support for these activities.

The following tasks will to be completed upon receipt of the MCDPH Report concerning the counties roles and responsibilities.

Recovery:

      After Action Report w/ MCDPH
      Phase Down
      Reestablish IT protocol
      Debrief of staff
      Return areas to non-emergency status
      Safety Compliance Officer's report of lessons learned.
      Input lessons learned into E.O.P.

Detailed descriptions of the POD are located in the Director of Public Safety's office.

CRISIS COUNSELING PLAN

Introduction:
Emergency incidents can occur at any time. Often forgotten in the planning process is how to deal with the psychological aftermath of a tragic event. Psychological issues can be short term or long term that effect personnel both personally and professionally. Depression, helplessness, anger, lost productivity and grief are some of the responses that the college community can expect to occur. It is clear that a plan to deal with these emotional stresses will enable all involved to survive the events of a disaster. College must work with District Risk Management to provide counseling to staff and/or students.

Purpose:
This plan will address the issue of planning for and recovery from psychological trauma incurred by responders and victims of an emergency incident. This plan is designed to assist the college with the emotional trauma that will occur after an emergency event.

This plan will be part of the overall Emergency Operations Plan. This plan will be-reviewed bi-annually, after any occurrence, and distributed to appropriate college community members.

Objectives:
The college in coordination with District Student and Academic Affairs and/or district PIO. and employee benefit resources will make every effort to alleviate the pain and suffering caused by tragic events. Concern for the right of privacy, personal health and safety, legal liability, access and /or referral to medical care and access and/or referral to both internal and external resources shall be addressed.

This plan shall address the following items:
1. Crisis Counseling Planning and Response Team
2. Cooperation between the Director of Marketing & Public Relations and the team.
3. College communications.
4. Interface with college community leadership including student leadership.

Crisis Counseling Planning and Response Team:
The Vice President, Student Affairs, will direct crisis Counseling Planning and Response Team. Crisis Counseling Planning and Response Team will be available to respond and react as a team in crisis situations and during the recovery phase. The team will be required to meet every six months to review and update the plan. A written report will be provided to the Emergency Operations Plan Committee after each review.

The on-college Crisis Counseling Planning and Response Committee will consist of the following:
> Vice President, Student Affairs
> Division Chair, Counseling and Wellness
> Director, Disability Services
> Director of Public Safety or designee
> Others as appropriate

The on-college team shall determine the off-college representative(s).

Crisis Counseling Planning and Response Committee shall have the following responsibilities:
1. Identification of a community/family liaison, crisis consultant, external resources.
2. Identification of a college site crisis center and counseling room.
3. Formulation of college policy on funerals, memorials, a liberal sick leave in coordination with the district.

4. Plan for temporary/substitute employment.
5. Plan for morning after, after business, and community meetings.
6. Identification and contact with at-risk college community members.
7. Drafting a letter for college community members or relatives of college community members.
8. Plan for post-event evaluation.
9. Identify and train personnel for the Crisis Counseling Planning and Response Team.

Pre-crisis responsibilities:
Planning, training and drills should be implemented prior to any crisis. The formation of the team will enable the college to be directed in the right direction in the event of an actual crisis situation. Cooperation between different facets of the college needs to be integrated into the planning process. Identification of external resources needs to be clearly determined and defined. An established procedure for the release of information needs to be coordinate with the Director of Marketing & Public Relations.

The Crisis Counseling Planning and Response Team shall:
1. Establish a timeline for training and drills.
2. Involve college leaders from the different policy groups, as well as student leadership, in open forums.
3. Identify proper communications in coordination with Public Relations and Admissions and Records.
4. Define the roles of district or external resources.
5. Be knowledgeable in the Incident Command System.

During crisis responsibilities:
A crisis can bring out the best and worst in people. Stress can be mitigated with the proper input from professionally trained personnel. In this light, a strong working relationship during a crisis should be encouraged with command staff personnel to pinpoint potential psychological impacts of personnel activities. The Crisis Counseling Planning and Response Team shall:
1. Coordinate with the Safety Officer.
2. Informally evaluate response personnel and communicate concerns to appropriate command staff.
3. Coordinate with outside resources such as Red Cross.

Post-Crisis Responsibilities:
1. Attend an After Action Report Briefing and demobilization meetings.
2. Prepare counseling review report.
3. Identify at-risk college community members.
4. Determine the need for institutional memorial services, commemorative activities, and assistance from outside resources.
5. Prepare and disburse the appropriate letters.

Cooperation between the Director of Marketing & Public Relations and the team:
In the event of a major incident, local or national media may be focused on the College. It is important that any public communications be coordinated with the Director of Marketing & Public Relations. The Crisis Counseling Team will need to coordinate all pre and post **public** communications with the Director of Marketing & Public Relations. Procedures for any communications deemed personal and private need to be established under current laws, regulations, guidelines or policies. At no time will any member of the Crisis Counseling Team discuss or disseminate information whether public or private.

College communications:
During the time of a crisis and its aftermath, it is important that information be released to the College and the general community to lessen the impact of the crisis and to lower the potential for panic. The Crisis Counseling team will establish procedures and policies that include written communications, public forums and information for counseling resources. The Crisis Counseling Team will pre-plan all-hazard communication procedures to minimize potential false rumors.

APPENDIX E

EMERGENCY RESPONSE TEAM

Emergency Response Team Plan (Optional)

Purpose:
South Mountain Community College Emergency Response Team (ERT) is a voluntary group of employees and other College community members that are trained to assist during an event that affects the College.

Scope:
ERT members will provide assistance to the Public Safety Department, the Facilities Department or administrative areas during times of crisis when resources are overwhelmed. The ERT will assist with evacuations pertinent to their areas. ERT members will help with traffic control, crowd management, scene security and safety, administrative duties and basic first-aid.

Qualifications: ERT team leaders will have at a minimum an ERT certificate, a basic first aid card and an awareness level course for the Incident Command System. ERT team members will have at a minimum an ERT certificate. ERT Certification will include basic evacuation and lockdown procedures.

Responsibilities:
ERT members will have a wide range of responsibilities that are based on each individual's abilities and training. The primary responsibilities of all ERT members will be life safety. All members will be responsible to assist with the safe evacuation of college community members to the designated assembly areas and provide accurate information to the Director of Public Safety.

Evacuation:
When an alarm sounds, ERT members will assist with the evacuation of college community members in their area. ERT members will direct college community members to the designated assembly area. Assembly area maps are located throughout the college. ERT members will note any disabled people and direct them to the appropriate area of refuge for first responders to assist. Elevators will not be used. As they are exiting the area, they will close all doors behind them.

ERT members will go to the designated assembly areas and assist department supervisors and faculty with a head count. The names (if known) and the number of missing individuals will be documented. The ERT member will proceed with the information to the designated incident command post at either the Public Safety office or the Central Plant. Upon arrival at the incident command post the information will be handed over to the dispatcher. The ERT member will be placed in a staging area while awaiting assignment.

Crowd Management:
ERT members may be assigned to crowd management. In all instances a crowd management assignment will be during a non-threatening situation.

Assembly areas:
ERT members may be assigned to assembly areas to insure that all college community members are released in a timely fashion with out interfering with response activities. ERT members will go to the assembly area and assist supervisors and faculty with release of students and staff. ERT members will document the release noting the date, time, name of released individual and any unusual circumstances dealing with the release i.e. injuries. ERT members will insure that all personnel stay within the assembly area until officially released. If a person refuses to stay in the area, ERT members will not confront the individual. ERT members will note the above information and detail the reason for the individual leaving the assembly area. If an ERT member is assigned to the H.S. or childcare assembly area, they will follow the

guidelines as proscribed in the respective emergency response plans. Under no circumstances will ERT members themselves or allow others to enter the evacuated area.

Crowd control:
During certain events media and non-college community members will arrive onto College and may interfere with response activities. ERT members assigned to crowd control will send media to the designated public information area, noting the types of media arriving. Non-college community members will be directed to an area outside the college perimeter. If a threatening situation occurs, ERT members will ask for assistance from the incident command post. At no time will ERT members engage in a confrontation with any individual nor will ERT members give statements to the media or general public. All information will derive from the Director of Marketing & Public Relations.

Scene security and safety:
ERT members assigned to scene security and safety will be responsible to assist with maintenance of the integrity of a crime scene or a hazardous are. They will assist with barricades and barricade tape and maintain a post immediately outside the barriers. They will assist with preventing any unauthorized persons from entering the area.

Traffic control:
As first responders arrive and individuals from the college leave, it will be important that traffic control is maintained. ERT members will assist the Public Safety Department and City of Phoenix Police personnel with maintaining smooth traffic flow. They will direct response vehicles to the appropriate area and assist individuals leave the college in a manner away from, and not interfering with, emergency responders. Direction will be taken from those first responders on scene.

Administrative duties:
Documentation is one of the most important functions during a crisis. Documentation provides information that may threaten life and property during and after a crisis. It provides records to be reviewed after the crisis in order to use lessons learned that would impact mitigation activities, funding from local, state, or federal agencies, and accelerate the college returning to normal. ERT members may be assigned to do administrative duties in any of the three command staff or four general staff areas based upon experience and knowledge in those areas.

Training:
ERT members will have the following:
1. Basic ERT (Emergency Response Team).
2. ICS 100-Incident Command awareness.

ERT team leaders will have the additional training:
1. ICS 200 basic Incident Command.
2. IS-700 the National Incident Management System.
3. Basic CPR/AED/First-Aid.

ERT Coordinator will have the additional training from FEMA:
1. IS-800 National Response Plan
2. Completed FEMA's Professional Development Series (7 courses).

On going training will also be provided by the ERT coordinator.

Equipment:

Equipment will be issued to an individual team member; the ERT coordinator will manage Excess equipment.

| First-aid Kit | ERT Vest | Flashlight |
| Batteries | Whistle | |

APPENDIX F
MAPS

MAPS

ANCILLARY MAPS

AT MINIMUM INCLUDE THE FOLLOWING INFORMATION ON MAPS PLACED IN THE APPENDIX:
(Primary and Alternate evacuation route maps shall be placed in each room)

1. Primary evacuation routes
2. Alternate evacuation routes
3. Handicap evacuation areas
4. Utility access/shut-off for
   - Gas
   - Water
   - Electricity
   - HVAC System
   - Telephone system
5. Identified Site assignments and Staging Areas
6. Haz Mat storage areas
7. Heat plants/boilers
8. Room numbers
9. Door/window locations
10. Any other information deemed appropriate by your planning committee

NOTE:
In an emergency a diagram may be easier to read than blue prints. Consult with local first responder agencies on what type of maps or diagrams they prefer. Blue prints of the site should be available in addition to the map or diagram. Blueprints may be necessary in certain fire or tactical situations. It is also recommended that responding personnel from College be trained on the proper procedures.

SOUTH MOUNTAIN COMMUNITY COLLEGE

Business Continuity Plan

TABLE OF CONTENTS

EXECUTIVE SUMMARY

The Maricopa County Community College District (MCCD) and the Maricopa Emergency Management System (MEMS) business continuity plan is based on the federal guidelines provided by FEMA. The Business Continuity Plan will address issues concerning the continuation of business during three phases of recovery:

> (1) activation and relocation of an alternate facility,
> (2) alternate facility operations and
> (3) reconstitution.

Phase I are the actions to be taken for business continuity during a response to and the immediate time period after an incident. The physical set-up and move to alternate facilities will be handled during this stage. Personnel will be notified of the new location and leadership and other essential functions will transfer all vital records, data, infrastructure and other necessary equipment to the location.

Phase II will be those actions taken during recovery of an incident to quickly return to normal business operations. The president will determine:

> (1) recovery priorities;
> (2) suspension of business and academic activities and
> (3) place into effect emergency procedures and practices.

Phase III will be those actions necessary to a return to normal business functions. Emergency recovery procedures and practices will be suspended and reviewed. The physical location will be moved to a permanent location and normal operations will commence.

The Business Continuity Plan will be secondary to any response efforts during an incident in the first phase of operations.

The Emergency Response Plan will be the guiding document until the crisis has passed. This will not negate any actions that can be taken by Business Continuity functions to limit the recovery time. The Business Continuity plan will work in concert with the incident commander and within the incident command system to safely initiate Business Continuity operations.

The Business Continuity Plan will be the guiding document during the second phase of operations. The Business Continuity plan will follow the incident command system format and normal business operations will be suspended.

The Business Continuity Plan will address the following issues:

1. Scope
2. Considerations
3. Benefits
4. Development
5. Roles and Responsibilities
6. Family Support Planning
7. Personnel Preparation
8. Essential Functions
9. Succession
10. Delegations of Authority
11. Alternate Facilities
12. Interoperable Communications
13. Human Capital
14. Testing, Training and Exercises
15. Devolution
16. Reconstitution

The Business Continuity Plan will take into consideration that an event can occur with or without warning and must be operational within 12 hours of the event. The plan must be sustainable for thirty days at a minimum. Risk assessment, hazard analysis and resource inventories of primary and alternate facilities will enable the District as a whole to take advantage of existing facilities, equipment, personnel and other MCCCD resources. The plan will look at alternative

options for continuity that includes but not limited to telecommuting, work–at-home and shared facilities with considerations for distance variations, travel time, roadway disruptions etc.

The plan will provide guidance to develop a Multi-Year Strategy and Program Management Plan (MYSPMP) for maintenance and review. This will include a process, schedule and guidelines for testing, training and exercises as well as a program management plan.

II. INTRODUCTION

Recent events throughout the nation have called for the development of business continuity plans. Some events that are notable include Virginia Tech and Northern Illinois University. The District Chancellor had formed the emergency preparedness group known as E-Prep. During the course of various meetings and research completed, E-Prep began developing an Emergency Operations Plan template for the MCCCD Community Colleges. E-Prep became the Maricopa Emergency Management System (MEMS). MEMS proved its value and proceeded to deliver the template to the colleges. Upon completion of that project, MEMS has moved on to the development of this Business Continuity template.

The Business Continuity Plan will insure that college sites will be able to anticipate certain events that are technological, natural or man-made thus insuring adaptability in times of crisis. The plan will coordinate procedures and processes to assist the resumption of normal business practices. It is important that the plan identifies essential functions and prioritizes actions needed. An established management system with protocols and procedures that include written responsibilities and authority to act will be an essential part of the plan. The plan will address communications and pre set messages. These communication methods will include call down lists, pre-set messages, the formation of a media center and the centralization of communication experts.

It is important to recognize what the Business Continuity plan is not. It is not an Emergency Operations Plan. An emergency operations plan addresses all functions of emergency management that include mitigation, planning, response and recovery. The Business Continuity Plan is the recovery phase of emergency management. The other functions shall be addressed in other plans to be completed in template form by MEMS with the input, coordination and cooperation of the community colleges.

The Business Continuity Plan is not an emergency response plan. Some functions of both will be in play during an emergency, but they are separate plans with separate goals and functions. Many of these functions may be duplicated or support the operations of each other. It may be a subtle difference to some between responding to an incident (emergency response plan) and recovering from the discontinuation of business due to an incident (business continuity) but there are distinct and important differences.

The Business Continuity Plan is not to take the place of normal operations during a level one incident. Normal business operations already have standard operating procedures in place to handle day-to-day occurrences. At a level two incident, level only certain portions of the business continuity plan may be initiated. A level 2 incident may only initiate a business continuity plan and not affect daily operations of other areas on the college.

It will be part of this plan to incorporate lessons learned from other incidents and provide a process for testing training and exercises for the use of the Business Continuity Plan.

The college and district offices need to be able to anticipate events and prepare for multi faceted responses. In this light, it is a prerogative to plan for multiple events that can be projected to occur in not just the near future, but with a multiyear strategy. This plan would allow the many colleges and the district to be capable to adapt quickly to sudden changes that can occur from, natural, man-made or technological events. A properly prepared plan with many players in the process will enable the colleges and the district to resume quickly to normal operations.

This business continuity process will insure the identification of essential functions enabling the colleges and district to pre-assemble materials, contract with vendors and encompass a wide range of processes to enhance recovery. The identified essential functions would include an established management structure that is already accepted and practiced during training, testing and drills.

In the aftermath of a disaster, defined roles and responsibilities will have been established enabling a quick response to recovery activities.

Through the course of planning, testing, training and drills, improved communications protocols, practices and procedures will be developed. These procedures could have the cascading effect of improving communications during normal operations.

III. PURPOSE

An emergency or crisis can occur with or without warning. Preparations and planning will be the key to recovery. Proper warning systems need to be employed to forecast natural, technological, environmental or man-made events. Some instances would preclude timely warnings such as an active shooter or terrorist event.

The Business Continuity Plan shall include procedures to activate within a 12-hour period of the initial report of an incident. The Business Continuity Plan needs to be ready to implement even if response operations could delay recovery operations. Pre-staging and reallocation processes in place the moment recovery can occur will enhance timely recovery.

Some catastrophic events may occur that effect the entire Maricopa area. It is therefore imperative that any plan can be sustainable for up to thirty days. A pandemic event or a Palo Verde Nuclear Generator Station incident may preclude any individuals from returning to their campuses during clean up. Off-site locations or multiple use facilities for numerous colleges need to be determined.

Testing of facilities and equipment should be done on a routine basis to insure interoperability and compatibility with internal and external resources. Personnel should be trained in the relocation procedures, proper set up and the use of non-routine equipment and software. Exercises such as tabletops and drills should be performed annually to promote familiarity with the process and key trigger points. Lessons learned from such drill should be incorporated into the COOP.

An annual risk and hazard analysis should be performed on all primary and alternate facilities. This will insure operability and take into consideration changes that have occurred due to new construction, the introduction of hazards, population increases, roadway changes, traffic patterns and crime statistics.

IV. APPLICABILITY AND SCOPE

The Business Continuity Plan will be initiated at the onset of a significant disruption to the college or district site. The Business Continuity Plan will follow in the aftermath of level 3 or level 4 incidents. A level 2 incident may initiate a Business Continuity Plan. Each essential function will need to develop a division business continuity plan. The division plan will be attached in the annexes to this plan. Secure information shall be referenced. The business continuity process will begin during the initial response phase when it has been determined that a significant disruption will occur to the mission of the educational institute.

The Business Continuity Plan will adhere to the mission, vision and values of the Maricopa County Community College District and South Mountain Community College. The Business Continuity Plan will not create new long term policies or procedures that go beyond the scope of emergency recovery to normal operations.

The Business Continuity Plan will work with in the recovery phase of an emergency or crisis. The recovery phase is defined as that period of time when an emergency exists, the executive team has determined that recovery will exceed 72 hours, major disruption to services has occurred and will occur during the emergency, students and staff have been displaced and normal procedures, policy or practices would be a hindrance to recovery.

The Business Continuity Plan will address:

1. Determine essential functions to include protocols and processes
2. Orders of succession that are three deep for each position
3. Delegations of authority
4. Alternate facilities
5. Interoperable communications
6. Vital records
7. Human capital
8. Testing, training and exercises
9. Devolution
10. Reconstitution

SITUATION AND ASSUMPTIONS: (EXCERPT from the Emergency Operation Plan)

A. Situation:

Possible natural hazards to each college include floods, fires, and severe storms. There is also the threat of a terrorism incident such as a nuclear, biochemical, or conventional attack. Other disaster situations could develop from a hazardous materials accident, major transportation accident or civil disorder.

In all cases, fire and/or police agencies will be in command of the emergency event and the designated emergency responder will be the incident commander. This does not negate the responsibilities of college officials. The college will need to respond to the cascading effects of the incident and respond accordingly. This plan is designed to help mitigate, plan, respond and recover from these effects that include, but are not limited to the following:

11. Vulnerabilities to the adverse effects of natural, man-made or technological disasters that may result in loss of life, property damage and social disruption.

12. Transportation of hazardous substances and other toxic chemical materials nearby to the college, as well as the storage and use of these substances at the college that provide a potential for a disaster.

13. Localized flooding, due to thunderstorms during the "monsoon" season (July through September) and more general flooding from winter storms (December through February), provides a potential natural hazard to the college. Flooded road crossings and localized flooding are possible.

14. Windstorms, with wind speeds up to tornado strength (called micro bursts), frequently occur in conjunction with the monsoon season thunderstorms. Straight-line winds also represent a significant hazard.

15. The proximity of each college to major transportation routes makes it particularly vulnerable to transportation-based accidents including aircraft, trains and buses.

16. Varied use facilities (e.g., science facilities, central plant, etc) raise the potential for building fires.

17. A Weapons of Mass Destruction (WMD) event or attack could occur through accident, miscalculation, irrational act, unplanned escalation of a conventional war, or as a deliberate act.

18. Workplace violence perpetrated by faculty, students, or visitors is a potential threat to each college.

19. The use of each college facilities for high profile events raises the potential for an emergency due to civil disturbances and or terrorism.

20. National or statewide events that impact the community such as earthquakes, hurricanes, volcanic eruptions, and tsunamis may involve the use of each college facilities, equipment and personnel for recovery and sheltering.

21. Vulnerabilities associated with a campus location in close proximity to an airport including airplane accidents and chemicals associated with air transportation.

22. Additional impacts associated with having on-site student housing. Does not apply to SMCC.

B. Assumptions

7. Each college may be subject to a variety of natural, man-made or technological disasters in the future and has the primary responsibility for emergency actions. It will commit all reasonably available resources to save lives, minimize injury to persons and minimize damage to property and the environment.

8. Emergencies may occur at any time with little or no warning. In some instances, increased readiness actions and warning may allow tasks to be completed in advance.

9. It is possible that federal, state or local assistance may not be available for up to 72 hours following the occurrence of a major emergency. Each college and local emergency response services will initially carry out response and short-term recovery operations on an independent basis until federal, state and district assistance arrives, if required.

10. Each college may not be physically capable of handling all requests for assistance immediately due to the nature of the emergency. Faculty, staff, students and visitors of the College must be self-sufficient for the first 24 hours of a major emergency.

11. In the event an emergency occurs before or after regular college hours, on a holiday or weekend when most departments are closed, the structure of the plan remains the same; however, its implementation may vary depending upon available resources and staffing. Until the time that authorized officials can be notified, the highest-ranking individuals who are available at the time of the disaster will assume responsibility under the guidelines of NIMS and ICS.

12. Local college officials recognize their responsibility for providing for the safety and well being of College students and personnel and will assume their functions in the implementation of the Business Continuity Plan. Proper implementation of this plan will reduce or prevent emergency related losses.

DEVELOPMENT

The development of the Business Continuity Plan is an on-going process. Leadership from administration and the various divisions must realize that it is a living document. Each division should have a business continuity plan that is attached as annexes to this main document. The main document is an overall view of the basic operating procedures. Annual and bi-annual reviews should be schedule and adhered to. Updates, changes in regulations, testing, training, drill and actual events will cause changes to occur and lessons learned need to be captured.

Redundancy should be built into the plan. The written document should be repetitive and informative through-out. Many sections should be able to stand-alone and be handed to personnel to fulfill that particular procedure or process. In the event of an emergency, personnel will not have time in the immediate aftermath to read the full document.

OBJECTIVES

The Business Continuity plan will use an all-hazards approach to its development to ensure that essential functions are continued regardless of the type of emergency. The following strategic planning objectives will be used to determine the performance measures, task assumed and resource requirements.

a. The college will ensure the performance of essential functions and continuing operations.

b. The college will mitigate, plan, respond and recover in a consistency based on national standards to reduce loss of life and minimize damage.

c. Executing as required the successful succession to leadership roles with accompanying authorities in the event of disruption that causes leadership to be unable, unavailable or incapable of assuming and performing their authorities, roles and responsibilities.

d. Reducing and/or mitigating disruption to operations.

e. Ensuring that alternate facilities are available from which to continue to perform their essential functions.

f.   Protecting essential facilities, equipment, vital records, and other assets.

g.   Achieving a timely and orderly recovery from an emergency situation and maintenance of essential functions to both internal and external clients.

h.   Achieving a timely and orderly reconstitution from an emergency and resumption of full service to both internal and external clients.

i.   Ensuring and validating Business Continuity readiness through a dynamic, integrated test, training, and exercise program to support the implementation of Business Continuity plans and programs.

ROLES AND RESPONSIBILITIES

During a crisis, roles and responsibilities will change dependent on the nature of the crisis. Many functions will continue to remain the same, yet the crisis will entail a different operational practice. Personnel with areas of expertise should be identified and assigned roles that will best suit the college for quick recovery. The organizational structure of the college will have significant changes that will be challenging for the Executive Leader.

The following list of roles and responsibilities will enable the college to test, train and drill for various crises that will occur. The normal chain of command will change to complement a management by objective process.
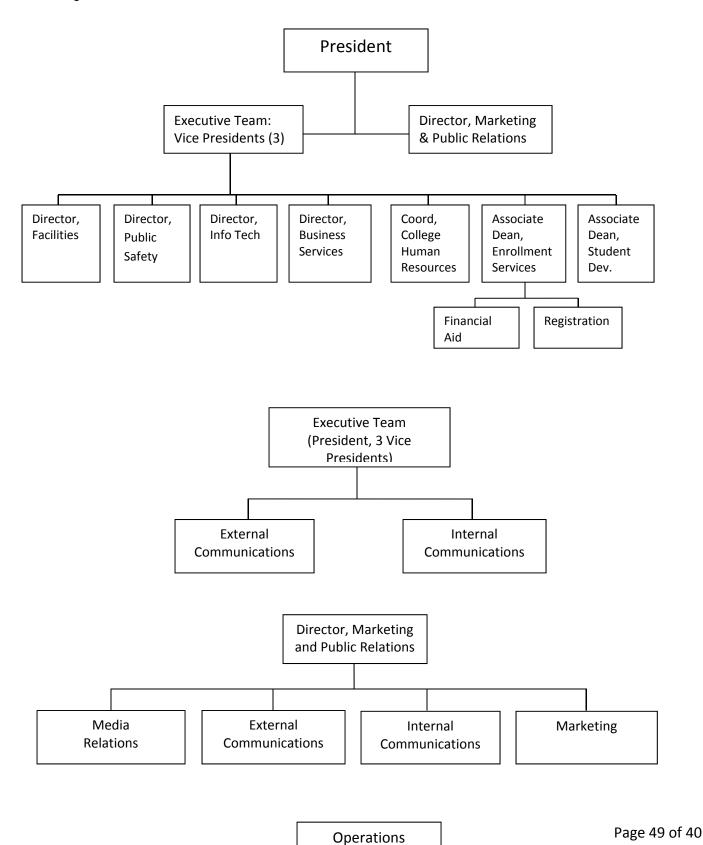
A.   President- Executive Leader: The president will set the goals and objectives and delegate to the appropriate personnel based on experience and expertise. The president will determine the priorities under: (1) Activation and Relocation, (2) Alternate Facility Operations and (3) Reconstitution.

B.   Executive Team- Vice Presidents without a priority function: Some VPs will not have a priority role and responsibility to fulfill in the immediate aftermath of a crisis. An incident level 4 conditions would preclude normal academics from occurring for an unknown duration while the first two phases of business continuity are placed in effect. It will be the primary duty of the executive team to advise and assist the president to achieve the president's goals and objective. Secondary, the executive team will have to begin the planning process to reconstitute operations to normal activities and best direct and advise the president on those concerns.

C.   Director of Marketing and Public Relations: Message notifications will need to be sent. The Director will need to establish a Joint Information Center (JIC) and follow the protocols established by the Emergency Operations Plan. The Director, M&PR, will need to be a shield for the president of the college to allow the president to focus on the president's primary function of leading the college back to normal operations.

D.   Operations- Facilities and Public Safety: Facilities and Public Safety will have to work in a unified command under the protocols of the Incident Command System. Functions have been listed under Concept of Operations in the following section.

E.   Information Technology (IT): Information Technology will have to work in a unified command under the protocols of the Incident Command System. Functions have been listed under Concept of Operations in the following section.

VII. CONCEPT OF OPERATIONS

The district, MEMS and South Mountain Community have determined that the best practice based on federal standards and industry practices during a recovery phase after a major response to a crisis is to not operate business as usual. Business will follow the Incident Command System framework and follow the conditions under span of control, unity of command and chain of command. Normal operations will be suspended that include but are not limited to policy group meetings, current committees, and normal operating hours.

The Chain of Command will consist of changes to the normal organization. Various individuals and/or divisions will be placed into direct line contact with the president/chancellor. Various other areas of concern may temporarily lower in reporting priorities and certain administration activities will be advisement only.

A. Organizational Charts:

```
                          President
                              |
        +---------------------+-------------------+
        |                                         |
  Executive Team:                         Director, Marketing
  Vice Presidents (3)                      & Public Relations
        |
  +--------+--------+--------+--------+--------+--------+--------+
  |        |        |        |        |        |        |
Director, Director, Director, Director, Coord,  Associate Associate
Facilities Public  Info Tech Business College  Dean,    Dean,
          Safety            Services  Human    Enrollment Student
                                     Resources Services  Dev.
                                                   |
                                            +------+------+
                                            |             |
                                        Financial     Registration
                                        Aid
```

```
              Executive Team
            (President, 3 Vice
                Presidents)
                    |
        +-----------+-----------+
        |                       |
    External                Internal
  Communications          Communications
```

```
           Director, Marketing
           and Public Relations
                    |
   +--------+-------+-------+--------+
   |        |               |       |
 Media   External        Internal  Marketing
Relations Communications Communications
```

```
   Operations
```

Facilities

- Utilities
  - Water
    - Electric
      - HVAC
        - Sewer
- Debris Removal
  - Waste
    - Debris
      - Recyclables
- Waste Disposal
  - Hazardous

Safety

- Site Security
  - Command Post
    - Access Control
      - CCTV
- Hazard and Risk Analysis
  - Mitigation
    - Damage; light, moderate, heavy
      - Possibility of reoccurrences

All policies, practices and procedures will stay in effect. No further changes to policies, practices or procedures will be made unless for temporary purposes to react to the recovery process. At the end of continuity of business operations all temporary changes will be suspended and reviewed under normal MCCCD business practices.

The COOP will be initiated in three stages: (1) Activation and Relocation, (2) Alternate Facility Operations, and (3) Reconstitution.

FAMILY SUPPORT PLANNING

During a crisis it is easy to overlook the home front. It will be imperative that any planning should include any personnel's family and personal responsibilities into the process. Personnel will be working under extreme pressure and the business continuity plan should address family concerns to alleviate as much stress as possible.

Each recovery responder will be assisted in the development of a home safety plan. This will include a process for notifications for family members and release time for personnel to relocate their families. Proper guidance for the families will be provided to assist in emergency preparedness that includes emergency supplies, locations of safe havens, communication with put of state relatives and friends etc. This guidance will be provided in the form of training, workshops and links to emergency response agencies that include Red Cross and FEMA.

Negotiations with external and internal communities will take place prior to foreseen emergencies that will detail the family support that will be given for inoculations, evacuations, relocations centers and emergency call in centers. In addition, a special hotline will be manned at the college's relocation center to provide timely update for the families of recovery employees.

PERSONNEL PREPARATION

Personnel with roles and responsibilities for recovery operations should insure their own readiness at a moments notice. Personnel should prepare a "go kit" that include personnel items such as medication, IDs, and names and phone numbers for out-of-area contacts. In addition, personnel should prepare vital financial and legal documents for their areas of responsibility, the Business Continuity Plan and the Emergency Operations Plan. Each personnel go kit should be easy to reach and small enough to carry in one hand.

ESSENTIAL FUNCTIONS

Day to day services will be suspended during the duration of the crisis. Only essential roles with essential functions needed to continue basic services and to enhance the return to normal operations will be considered priorities. Other functions and roles may continue to perform duties with the knowledge that limited or no support shall be provided until the end of the crisis.

During the planning process the college has determined the priority of essential functions. These essential functions are based on critical needs, function and the timeframe in which they need to be initiated or completed.

Event triggers based on the EOP incident Condition Levels have been determined and will be used to determine the type of event, duration and scope of business continuity and essential functions. Some events may trigger activities that do not require all functions to be established. The Business Continuity Leadership will advise in these areas. Each event will be independent and based on situational problems.

Primary Essential Functions:

1. Leadership will need to be established based on the protocols established in the EOP. The ICS system will be used and all processes will be leaned towards a management by objective style.
2. Communications will follow the Communications annex in the EOP. Communications will be located at a Joint Information Center (JIC).
3. Security will be responsible for site security at both the event location and the Alternate Facility location. In addition, the Public Safety Department will plan for the reconstitution of security operations.
4. Computer operations or Information Technology will establish a separate area at the alternate facility that provides for security, access control and uninterrupted workflow.
5. Facilities will maintain a unified command with the Public Safety department at the event location to recovery from the physical effects of the event. Facilities will establish and independent operation at the alternate facility for maintenance of the alternate facility.

Human resources will maintain current operations to the best possible manner under the conditions and will follow the protocols established under the Human Resource Business Continuity Plan. These activities will be coordinated with the district Human Resource Department. The college may determine that the college HR will be relocated to the district office.

Secondary Essential Function: Enrollment Services & Student Development

1. Enrollment Svs: Admissions and Records will begin the reconstitution process and advise the vice president/president.
2. Enrollment Svs: Financial Aid will begin the reconstitution process and advise the vice president/president.
3. On-line services will begin the reconstitution process, coordinate with the JIC and IT, and advise the president.

Leadership:

MCCCD, MEMS, and South Mountain Community College have determined that leadership is an essential function. The leadership will be responsible for the roles and responsibilities detailed in other sections of this plan. Not all positions held during normal business operations will be filled. The remaining vice presidents not listed will serve as members of the business continuity executive team. Their role will be as advisors to the president.

Leadership will operate under the tenets of the Incident Command System (ICS). The president will be responsible for prioritizing objections, delegating authority and establishing timelines. The president will maintain span of control in that no more than seven persons will report directly to the president.

1. President
2. VP Academic Affairs
3. VP Administrative Services
4. VP Student Affairs
5. Director, Marketing and Public Relations
6. Director, Information Technology

It is essential that the leadership of the college stay intact and is seen to lead.

1. Establish management by objectives using the tenets of ICS.
2. Declare suspension of regular activities for staff and students. The executive team will be responsible to clearly community to all students and staff that during the duration of the recovery process, business and education activities will not follow normal operating procedures.
3. The executive will clearly state the duration of recovery operations. Periodic updates will be given on the program of recovery. Students and staff will need to be reassured that program has been made.
4. The executive team will advise the president on priorities for recovery.
5. Due to the nature of the event, executive team members may have to delegate some authority to individuals while members of the executive team are dealing with the crisis.

Information Technology (IT):

IT is a primary essential function. The following tasks are the primary function of the IT area:

1. Physical set-up on an alternate facility that is essential to operate. The set-up of the alternate facility is dependent upon the nature of the emergency. In a crisis estimated to last longer than 72 hours in which the main SMCC Data Center is either inaccessible or has been destroyed, the MCCCD Scottsdale Airpark DRP Facility will be utilized for all essential functions (Exchange e-mail, SMCC Website, and key shared databases). In all other situations, the alternate facility set-up will require only enough computer and communication equipment required to provide the Business Continuity Leadership team access to the existing SMCC Data Center and infrastructure. In this latter situation, it is assumed that the alternate facility will be located at one of the offsite centers (i.e. Guadalupe or Ahwatukee), and thus all of the necessary data and voice services are already available.   IT will be responsible for any departmental equipment for temporary operations.

   a. Computer systems hardware
   b. Cables
   c. Servers

2. Establishing back-ups and relocating back-ups at other alternate sites. These activities will need to be determined based on the nature of the emergency. The nature of the emergency will determine whether the MCCCD DRP Facility is utilized or existing SMCC Main Campus Data Center infrastructure is to be accessed. IT should work in coordination with the recovery planning section to plan for an alternate site in the event that the primary alternate site enters into the red or yellow zone.

3. Limiting employee access to systems until alternate site is operation. Extreme measures need to be set to prioritize functions and personnel that need access to areas. Many personnel will think that their area or department is a first priority. The IT department needs to work closely with the president and the executive team to stay consistent with the objectives set by the president. Limiting access will decrease interruptions during the recovery phase of the incident.

4. Prioritizing needed functions. Preplanning should have eliminated most of this step. The nature of the emergency may have caused gaps and this process should prioritize these gaps.

5. Establish an emergency website for information and updates.

6. Return of online services:

   a. HRMS
   b. SIS
   c. SMCC Website
   d. Blackboard or equivalent
   e. SMCC Employee E-mail services (MS Exchange)

Public Safety:

After an emergency response, public safety will continue to have 24/7 responsibilities. Prolonged operations may be necessary and 12-hour operational periods may be necessary. Emergency services, local emergency management, state and federal agencies may need access. The Public Safety Department should continue to use the emergency response ICS already established with adjustment made for business continuity operations.

These are the following priorities:

- Scene containment: Prevention, if possible of further damage. A determination of personnel internally authorized to enter the area shall be developed. Coordination and planning with external agencies need to be insured.

- Risk and threat assessment of the area: Public Safety should assess the potential risk to the internal and external communities. Working with outside agencies that include OSHA, EPA and Fire. Public Safety shall assess the risks associated with the initial event, the potential risks or hands, and a possible flare-up of the area.

- Relocation of Public Safety administrative operations to an off-site location: It is understood that Public Safety Officers, both certified and non-certified, may need to be near the area of incident. It is important to plan for non-essential personnel not needed at the scene to be relocated outside of the 'hot zone' in a safe environment in order to maintain the highest possible readiness of the department. Dispatch administrative assistant and others should be a priority of return to work.

1. Control Access: Public Safety will establish three (3) zones on the college site:

   a. Red Zone: An area within the event occurrence and still hazardous to the personnel. The Public Safety Department will determine the size of this zone based on risk assessment, federal regulation, fire department recommendation and the nature of the events.

   b. Yellow Zone: The zone surrounding and immediately adjacent to the red zone. Based on the assessment, an area not in immediate threat of being hazardous. It may be affected if the red zone becomes active again. Any and all recovery action will be staged outside this area. Recovery operations can occur in this area, but strict access to the area shall be controlled cooperatively between the Director of Facilities and the Director of Public Safety.

   c. Green Zone: An area that is safe to conduct normal operations. Normal access control shall be used. Staging areas shall be in this area only. This area may still have some unsafe areas or light to medium damage. Public Safety will cordon off the dangerous areas.

2. Re-establishing CCTV: Establishing a video record of activities occurring will be vital in receiving federal funding. CCTV systems will enhance the access control and protect Public Safety Officers from hazards.

3. Initiating security and safety mitigation: Public Safety shall be involved in facilities planning to insure safety and security mitigation actions are taken in any remodels, redesign or construction of property. Proper documentation of Public Safety's involvement and recommendation shall be used for potential federal mitigation funding. This documentation shall the responsibility of the Public Safety Department.

Facilities

Facilities activities will be a major component to any recovery after an emergency. It is very important to preplan as many actions as possible for all hazards. Many of the activities will be similar regardless of the incident. The following activities shall be planned:

1. Debris removal: Debris removal can take the form of building materials damaged to hazardous waste. Facilities should track all cost associated with the debris removal. Federal funding could be available to pay for or reimburse the college with proper documentation.

2. Building and property assessment should be categorized into 3 types:

   a. Light damage: Involved clean up of the area. Desks, tables, chairs, lighting and other materials may need to be replaced. Light property damages could include slight retention basin erosion; minor landscaping including clean up such as branches and leaves.
   b. Medium damage: Damage that requires remodeling actions such as remodels, rewiring, window replacement and others. Property damage could be up-rooted trees and shrubbery, extension erosion to landscaped areas.
   c. Heavy damage: Extreme damage to structures requiring retrofitting, rebuild or condemnation of property. Property damage would include flood plain control mitigation such as parking or landscaping areas elevated, redesigned and restructured.

3. Utilities repaired and resumed.

4. Hazardous waste disposal: This area would require coordination and cooperation with state and federal agencies that include the industrial commission and the EPA. Outside vendors would be contracted for services. Preplanning and contract that state the price and services for an emergency signed prior to an event would decrease cost and accelerate response from vendors.

5. Normal waste removal: Landfills may not be accepting debris due to the extent of the event or there may be a delay in accepting deliveries. A storage area for normal waste may need to be developed.

6. Sewer lines: The most likely occurrence in the Phoenix metropolitan area would be damage caused by flood. This would put extensive pressure on water recession and overflow sewer lines. Clean up, replacement or enlargement of these lines may be required. Service contract and a plan should be developed to mitigate recovery.

7. Alternate site facility setup: Facilities will be responsible for the basic setup of physical equipment such as desk, tables and chairs at the alternate site. Department specific equipment setup will be the responsibility of the departments that are responsible when no emergency is present.

Communications

Communications to all internal and external communities will be a priority. There are two parts to communication during recovery. Part I is the communications that occur internally among the recovery team. High priority will be given to ensure that recovery team members can communicate with each other. Part II is the communications that will be delivered to all other constituencies. The Director of Marketing and Public Relations develops Part II.

Part I: Development of a communications network for the recovery team will consist of:

1. Interoffice communications
2. Communications to the Incident Command Post
3. Communications to recovery vendors
4. Communications to the District Emergency Operations Center.

Part II: The Director of Marketing and Public Relations will establish alert messages, notification messages, maintain websites for: public, employees, recovery personnel with password-protected locations for forms, plan and processes. The activities of the Director of Marketing and Public Relations will follow the Emergency Operations Plan Annex for communications.

The Director of Marketing and Public Relations will need to prioritize:

1. Establishment of a Joint Information Center. This will be a location established in coordination with the District and external agencies.
2. Webpage communications.
3. Media relations.
4. Resource needs

PHASES OF RECOVERY

PHASE I: ACTIVATION AND RELOCATION

1. Decision – Activation

   a. An emergency occurs requiring a Level 3 response
   b. It is determined by the Incident Commander that response operations will take longer than 24 hours.
   c. The Executive Team determines that recovery will last beyond 72 hours.
   d. The Incident Commander will notify the Business Continuity Leadership
   e. The Business Continuity Leadership (BCL) will convene within 12 hours of notification from the Executive Team.
   f. The BCL will determine:

       i. The extent of damage.
      ii. The need for an alternate facility and whether the District-supported Scottsdale Airpark DRP Facility will be utilized.
     iii. Activate those essential functions needed during the crisis
      iv. Contact appropriate essential function leader
       v. Suspend normal operations under the Business Continuity Plan
      vi. Develop a timeline from the Business Continuity Plan to normal operations
     vii. Activate a Joint Information Center at alternate facility
    viii. Notify the District EOC with type of incident, relocation sites and suggested duration.

2. Alert, Notification, and Implementation

   a. Alerts - The communication PIOs will alert all students and employees that an emergency exists under the current Communication Plan protocols in the Emergency Operations Plan. These messages will be short and make the declaration of emergency and give the location where recovery information may be found.

   b. Notifications - Recovery personnel will be notified of the details of the recovery and the objective, goals and priorities as has been determined by the President. The notification will include reporting locations and the site of the alternate facility. Non-essential personnel will be notified to be on stand-by and given the location that they can receive updates.

   c. Implementation - Each college will designate and develop processes for: Establishing teams to conduct implementation duties, retrieval and delivery of equipment and supplies, Physical set-up of the alternate facility, and timelines and deadlines.

3. Leadership: Each college will have to determine the order of succession for leadership positions. These orders of succession will insure continuous operations for lengthy periods of recovery or for the loss of leadership due to mishap, accident or the incident itself.
   Note: *The list is not all-inclusive and titles may be changed at the college level. Other personnel may be added, as each college deems appropriate.*

Position	1st	Contact Information	2nd	Contact Information	Notes
President*	President	602.243.8150	Vice President,	602.243.8016	

		602.717.3335	Academic Affairs	602.738.6101	
Vice President, Academic Affairs*	Vice President, Academic Affairs	602.243.8016 602.738.6101	Associate Dean, Occupational Ed	602.243.8029 623.521.5635	
Vice President, Admin Services*	Vice President, Administrative Svs	602.243.8287 602.703.9190	Director, College Business Svs	602.243.8128 602.881.8125	
Vice President, Student Affairs*	Vice President, Student Affairs	602.243.8031 602-.920.9431	Associate Dean, Enrollment Svs	602.243.8084 480.540.6783	
Director, Marketing & Public Relations	Director, Marketing & PR	602.243.8030 480.353.7899	MCCCD, Director of Marketing & PR	480.731.8248	
Director, Facilities	Director, Facilities	602.243.8062 602.618.2876	Supervisor, Maintenance	602.243.8061 480.861.9118	
Director, Public Safety	Director, Public Safety	602.243.8073 602.228.6861	Lead Safety Officer	602.243.8100 623.826.0168	
Director, Information Technology	Director, Information Technology	602.243.8168 602.614.9573	Director, Instr Tech & Media Services	602.243.8050 602.295.6284	
Coordinator, Human Resources	Coordinator, Human Resources	602.243.8190 602.690.4744	Administrative Secretary III, Adm Svs	602.243.8292 602.703.5109	
Associate Dean, Enrollment Service	Director, Registration and Record	602.243.8124 602.501.3169	Director, Financial Aid	602.243.8134 480.363.6894	
Associate Dean, Student Development	Director, Student Life	602.243.8069 480.358.8439	Director, Career Services	602.243.8153 480.332.0489	
*Executive Team					

Delegations of Authority: Delegations of authority need to be written for each successor detailing the parameters of authority that include:

1. Duration
2. Limits
3. Role
4. Responsibility

d. Devolution

PHASE II: ALTERNATE FACILITY OPERATIONS

All mission critical systems to continue operations should be filled in the following table.

1. Mission Critical Systems

System Name	Current Location	Other Locations
Executive Team	Administration Bldg	
Business Svs/Human Resources	SES/Admin Bldg	
IT	B Building	
Student Svs	SES/SS/Student Union/Child Care Center	

Facilities	Central Plant	
Public Safety	Student Union	
Instruction	All 24th Street instructional buildings; SS (LAC; Counseling);	Guadalupe Center; Ahwatukee Foothills Center; Betty Fairfax High School and numerous other rental sites
Food Svs/Bookstore/Duplicating	SS; LRC	
Marketing/PR	LRC	

After determining mission critical systems, each division should look at their power supply needs in coordination with facilities, the level of access control, equipment and supply needs.

2. Vital Files, Records, and Databases

Vital File, Record, or Database			
Form of Record (e.g., Hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility (Responsible Party)	Backed up at Third Location
Since the majority of records are kept on the district computer system, as long as the college has access to SIS, FA, CFS, and others supported by the district, the college will use them.	The assumption is that the records are also kept in an appropriate safety place for the colleges to access.		

3. Facility Operations

   a. Essential Functions: The alternate facility shall have enough space for: leadership, the IT area, facilities personnel, office equipment, a storeroom for office supplies and an area for meetings.

   b. Power Source:

      i. Prior to arrival at the alternate location, facilities will ensure that the power sources for operations are switched on.
      ii. A back-up generator will be located at the alternate site hooked up to all the essential function hardware and tested immediately prior to commencement of operations.

   c. IT Department:

      i. The IT department will ensure that all hardware and software deemed necessary for smooth operation throughout the crisis is currently located or transferred to the alternate facility.
      ii. They will have a written agreement for the operations of a shared facility. In a crisis estimated to last longer than 72 hours in which the main SMCC Data Center is either inaccessible or has been destroyed, the MCCCD Scottsdale Airpark DRP Facility will be utilized for all essential functions (Exchange e-mail, SMCC Website, and key shared databases).
      iii. The will insure a physical separation from all action both by the shared facility and other essential functions. This shall include access control.
      iv. The department will test the third alternate facility and ensure that back ups are capable and the third facility is prepared for use.
      v. All Internet and intranet connections are operable and interoperable with the EOC.

   d. Public Safety Department

      i. Public Safety will work in coordination of the alternate site personnel to provide for site security of the business continuity area.

    ii. Post a dispatcher to coordinate communications between:

        a. The business continuity and the alternate facility administration
        b. The Incident Command post providing physical operations at the event site
        c. Open communications with the EOC.

    e. <u>Maintenance Department</u>: Work in coordination with the alternate facility for:
        a. Shared cost of power and custodial staff.
        b. Repairs, alterations or remodels of the business continuity area.

    f. <u>Off-site operations</u>

      i. An Incident Command Post will be established for operations at or near the physical site of the event.
      ii. Facilities and Public Safety personnel will be housed at the ICP
      iii. Joint Information Center (JIC)
        a. Will follow EOP protocols
        b. Established at the EOC
        c. Coordinate messages
        d. Activate and maintain the emergency website
        e. Provide media update
      iv. Liaison Office
        a. Will follow EOP protocols
        b. Established at the EOC
        c. Coordinate with external and internal agencies

PHASE III: RECONSTITUTION

The planning process for reconstitution of District or college facilities will begin at the onset of recovery operations. A planning group of personnel that includes Facilities, IT, Administration and Public Safety shall be formed. The group will be tasked with:

1. Setting business priorities for normal operations
2. Hiring of essential personnel lost due to the emergency
3. Setting educational priorities
4. The phase in process for IT software and hardware.
5. Applying for federal, state and local funding.
6. Planning, designing and constructing permanent structures
7. Developing mitigation
8. Securing permanent facilities
9. Updating the business continuity plan with lessons learned
10. Incorporating lessons learned in the planning and development stages
11. Notifications for employees to return to work.

COOP PLANNING RESPONSIBILITIES

The planning responsibilities should be given to those with experience or expertise in the areas of planning, facility planning human resource procedures, business continuity and/or emergency management. Planning responsibilities need to be pre-determined and the responsible person named.

The planning responsibilities shall include:

1. Updates to the Business Continuity Plan. This shall include updates from drills, tests, training, exercises, actual events and annual reviews.

2. Liaison with internal representatives that shall include IT, IA, Public Safety, Facilities, Human Resources and MEMS.

3. Advisor to the President, Executive Team, Divisions, Emergency Operations Planning Committee and Business Continuity operational teams.

4. Membership on the Business continuity group and any committees formed for mitigation and planning for Emergency Operations.

The person(s) selected to fulfill these responsibilities can be determined by the means the college feels best that meets their criteria and financial abilities. Some possible solutions are:

1. Select a person from the public safety department with these duties added. Potential increase in wages could occur.

2. Human resource or facilities planning personnel as part of assigned duties.

3. Personnel under a special contract with planning experience or experience in emergency management.

4. Split among each division to do portions and meet on a regular basis.

LOGISTICS

Each division will logistically plan for the event of relocation. The logistical plans for relocation will be coordinated with and filed within the division, Facilities and Information technology. Relocation will consist of 2 phases.

Phase I:

1. Physical Move

   i. Each Division and the Leadership group, to physically move equipment, supplies and other materials to the relocation site, will develop plans.
   ii. Considerations:
       a. Tables, chairs, desks- Limited space will be available therefore shared workspace shall be mandated.
       b. Essential needs that are required for the move. This is not the essential needs for business continuity

2. Personnel needs- The limited space will require that a limited number of personnel be relocated to the temporary site
3. Personal needs consider the potential requirement for disabled access, possible refrigeration for medical supplies etc.
4. Timeframe shall be determined that will provide for the set-up of business continuity operations in a timely and logical manner.
5. Stockpiles shall be reestablished to prepare for another potential incident.
6. Resources for business continuity that will be relocated.

Relocation Physical Move						
Division	# Of Personnel	Essential Needs for the move (List equipment)	Equipment Needed at relocation Center (# of tables; chairs; desks; other)	Supplies Needed at relocation Center	Resource Needs Needed at relocation Center	Stockpiles Needed at relocation Center
Admin-istration	8	All equipment and supplies will be available at the Guadalupe Center	Additional computers for staff			Paper; computer supplies
MPR	5					
CBS	10					
CTS &	CTS: 7-10	All equipment	Additional computers			

Facilities	Tech Support: 14 Facilities: 14	and supplies will be available at the Guadalupe Center	for staff			
Instruct'n	Instruction: No faculty will be supported with the exception of Division chairs and Secretary: 12	All equipment and supplies will be available at the Ahwatukee Foothills Center	Additional computers for staff			
LAC	2					
CET	3					
Library	4					
TLC	2					
ACE	4					
Student Services		All equipment and supplies will be available at the Ahwatukee Foothills Center				
Athletics	3					
Advisem't & Recuitm't	12					
Student Developm't	3					
A&R	5					
Fin. Aid	5					
Career Svs	2					
Enrollm't Svs	4					
DSR	1					
Child Care Ctr	4					
Assessm't Ctr	3					
Public Safety	5	All equipment and supplies will be available at the				

		Guadalupe Center				

2. Physical Set-up at relocation center

    i. Once the physical move has been completed for each division, the division will develop a plan to physically set-up equipment a, supplies and materials. The plans shall include a diagram of the area, office set-up, utility and power locations and locations of outlets and Internet connections.

    ii. Four areas will need to be established: Business continuity operations, Leadership, Facilities, and IT.

Phase II: Interoperable Communications.

Each Division shall develop a plan to ensure:

1. Access to district vital files, records and databases
2. Operational phone lines
3. Designation of radio frequencies for hand held
4. Repeaters and antennae
5. Access to college site webpage
6. Access to the district and/or college intranet
7. Access to maricopa.edu e-mail system

TEST, TRAINING, AND EXERCISES

Testing, training and exercises shall be done on a by quarterly basis.

Training: The MEMS group shall provide lesson plans that meet the Federal, State and local requirement for emergency operations. Mandatory training will be required of any employee with a named role and responsibility within the business continuity plan. The majority of this training will be provided on-line and/or in person with the least amount of disruption to normal business operations. With this said, the minimum time involved each quarter will be no less than two hours and no more than 32 hours, dependent on the area. The training will consist of FEMA on line courses, specially developed in house course, workshops and tabletop training.

Testing: Testing of the plan will be done bi-annually with the majority of the testing designed to check:
1. The readiness of resources
2. Alternate facilities
3. Electrical power
4. Phone trees
5. Emergency notification systems
6. Interoperability
7. Compatibility
8. Redundancy

Training: Training will have to occur throughout the Business Continuity planning process. It is through most training activities that changes needed for to the business continuity plan are discovered. Training should include:

Online resources:
1. FEMA independent Study Courses http://training.fema.gov/IS/crslist.asp
    i. Incident Command System (ICS)-IS 100,ICS 200
    ii. National Incident Management System (NIMS)- IS 700, IS 800
    iii. Business Continuity Preparedness – IS 546, IS 547
    iv. Public Assistance- IS 630, IS631, IS 632
2. Workshops (Under Development)
    The Business Continuity Plan-
    i. Awareness for all employees

  ii. Essential Function Divisional areas
  iii. Leadership
3. Integration with the Emergency Operations Plan (EOP) and the Emergency Operations Center (EOC).
4. Business Continuity Leadership decision making
5. Communications

<u>Exercises</u>: Exercises will be one of the most difficult functions to complete. Timing and availability of necessary personnel will be complicated. Taking into account this complication, planning well in advance with processes in place will help alleviate some of the problems associated with exercises. The Business Continuity group should rely heavily on tabletop exercise where essential personnel can be given a set of tasks and discuss actions that could be taken. With this said, physical drills will have to occur to insure that every piece of recovery operations flow together and are interoperable.

Tabletop exercises should include:
1. Determining priorities
2. Integration with other divisions
3. Short and long term recovery durations
4. Unknown or unforeseen occurrences

Drills should include
1. Moving equipment
2. Using alternate facilities
3. Alternate facility set-up
4. Interoperability with the District EOC

DEVOLUTION

Devolution occurs when leadership is missing, unavailable or part of the victim pool. This leadership could be either divisional or administrative. An example would be if the president was at a leadership conference being held out of state. An emergency occurs that requires immediate reaction and it is discovered that the administrative leadership has been snowed or flooded in the location where they are. The college will plan and provide for the development of middle management positions to be capable to assume the roles and responsibilities for the business continuity plan.

Actions that need to occur for loss of leadership are:

1. A written Delegation of Authority. The Delegation of Authority will include the ability to make decisions and change procedures dependent upon the nature of emergency. The Delegation of Authority will include limits to that authority and the duration of authority.

2. Individuals selected for the leadership roles and responsibilities will have comprehensive knowledge of the college administrative or division position that will be filled and the experience to fulfill emergency duties.

DEVOLUTION		
Position	Designated Person	Contact Information (Include Office, cell phone, e-mail and other)
Business Continuity Command		
President*	VP Academic Affairs	Admin., 602.738.6101 Helen.smith@smcmail.maricopa.edu
VP Academic Affairs*	VP Student Affairs	Admin., 602.920.9431 Kay.martens@smcmail.maricopa.edu
VP Student Affairs*	Assoc Dean	SES, 480.540.6783 Raul.sandoval@smcmail.maricopa.edu
VP Administrative Affairs*	Director, Info Technology	BE 150, 602.614.9573

		Mike.lewis@smcmail.maricopa.edu
Director, Marketing & PR	One of the Vice Presidents	LRC, 480.353.7899 Robert.price@smcmail.maricopa.edu
Director, Information Technology	Director, Instr Tech & Media Services	BE 150, 602.295.6284 Manuel.lopez@smcmail.maricopa.edu
Director, Facilities	Supervisor, Maintenance	M & O, 480.861.9118 David. Bannenberg@smcmail.maricopa.edu
Director, Public Safety	Director, Facilities	M & O, 602.618.2876 Jim.tharp@smcmail.maricopa.edu

These selected individuals will be cross trained in the functions that need to be filled and will be required to complete on-going training in emergency response and business continuity.

> i. Completion of ICS 100 and ICS 200
> ii. Business continuity workshops presented by the college or District.
> iii. Drills, tabletops and exercises for response and business continuity.

Devolution can also occur with the lost of a vital area that can include valuable records or a physical location. Not in all cases will the college be affected campus wide. One or more areas may be heavily damaged while other areas can continue operations. The college shall determine vital needs for the loss of one or more physical sites/divisions within the college jurisdiction.

Part of this process will be to determine:

1. Loss of Vital files records and databases. (see Phases of Recovery, Part B. sec. 2)
   a. Servers
   b. Software
2. An alternate relocation area
   a. On campus considerations
      i. Space
      ii. Power
      iii. Disruption to other areas
   b. Off campus considerations
      i. Space
      ii. Power
      iii. Mutual Aid Agreements MAA, Memos of Understanding.
      iv. Is it at a District owned site
      v. Physical distance to primary campus
      vi. Equipment provide at site interoperable with primary campus
3. Replacement of lost equipment and supplies
   a. Tables, desks, chairs
   b. Computer systems
   c. Office supplies
   d. Functional and operational equipment.

Each Division will need to determine their essential functions for devolution. Each Division will fill the following table with their needs.

Example:
1. Relocation Site: Public Safety will need to have a relocation site for operations that include CCTVs, while Facilities will need a relocation site for grounds keeping equipment.

2. Number of desks, tables and chairs: IT may need more desks and chairs to operate multiple computer systems, while Institutional advancement may need conference tables for strategic planning.
3. Operational Equipment: Public Safety will need radios and chargers and Institutional Advancement will need color copiers and printers.

4. Vital Files: IT will need access and locations to all college operations while Facilities will need vendor contracts, construction plans and facility planning maps.

Physical Devolution						
Division	Relocation Site	Number of Desks, Tables and Chairs	Operational Equipment	Vital Files	Records	Other
Executive Team	Guadalupe Center	All equipment and supplies will be available at the GC	Computers & Printers			
Marketing & PR	Guadalupe Center	Four each	4 networked PC's, 1 printer, 4 phones	Media lists	Emergency communication plans	Editing & publishing access to SMCC website
Information Technology	Guadalupe Center	All equipment and supplies will be available at the GC	Computers & Printers			
Facilities	Guadalupe Center	All equipment and supplies will be available at the GC	Computers & Printers			
Public Safety	Ahwatukee Foothills Center	All equipment and supplies will be available at the AFC	Computers & Printers			
Business Services/ Human Resources	Guadalupe Center	All equipment and supplies will be available at the GC	Computers & Printers			
Enrollment Svs	Guadalupe Center	All equipment and supplies will be available at the AFC	Computers & Printers			
Student Development with the exception of Child Care Ctr (suspended)	Ahwatukee Foothills Center	All equipment and supplies will be available at the AFC	Computers & Printers			
Instruction	Ahwatukee Foothills Center	All equipment and supplies will be available at the AFC	Computers & Printers			

Associate Dean, CET	Ahwatukee Foothills Center	All equipment and supplies will be available at the AFC	Computers & Printers			
Division Chairs	Ahwatukee Foothills Center	All equipment and supplies will be available at the AFC	Computers & Printers			
Athletics	Suspend operations					

RECONSTITUTION

Under Development

MULTI-YEAR STRATEGY AND PROGRAM MANAGEMENT PLAN

Under Development

BUSINESS CONTINUITY PLAN MAINTENANCE

Under Development

Appendix A: Authorities and References

5. Federal:

   a. Homeland Security Presidential Directive 5 (HSPD 5): National Preparedness, December 17, 2003.
   b. Homeland Security Presidential Directive 8 (HSPD 8): National Preparedness, December 17, 2003.
   c. Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, Public Law 93-288, as amended by Public Law 100-707.
   d. Superfund Amendments and Reauthorization Act of 1986 (SARA), Title III, Emergency Planning and Community Right-to-Know (Promulgated as Public Law 99-499).
   e. Comprehensive Environmental Response, Compensation, and Liability Act of 1980, Public Law 96-510.
   f. 40 CFR Parts 300 and 355. Final Rule: Extremely Hazardous Substances List and Threshold Planning Notification Requirements (52 FR 13378 April 22, 1987).
   g. Presidential Decision Directive 39. US Policy on Counter-Terrorism, June 21, 1995.

    h. Jeanne Cleary Disclosure of Campus Security Policy and Campus Crime Statistics Act 2008 Amendments
    i. The "Higher Education Opportunity Act" (Public Law 110-315)
       Enacted Into Law August 14, 2008

6.   State of Arizona:

    a. Executive Order 2005-08 Designation of the National Incident Management System (NIMS) as the Basis for All Incident Management in Arizona.
    b. Chapter 2, Title 26, Arizona Revised Statutes, as amended.
    c. Chapter 1, Title 35, Arizona Revised Statutes, as amended.
    d. Arizona Revised Statutes, 36-2208 through 36-2210.
    e. State of Arizona Emergency Response and Recovery Plan, as updated.

7.   Maricopa County

    a. Maricopa County Emergency Management Resolution of 2002.
    b. Maricopa County Emergency Operations Plan (EOP), as updated.

8.   Maricopa County Community College District

    a. Letter of Promulgation, as updated.
    b. Delegation of Emergency Policy Executive Responsibilities, as updated.
    c. MCCCD Emergency Operations Plan, as updated.
    d. MCCCD Pandemic Plan, as updated.
    e. MCCCD Environmental Health & Safety Emergency Response Plan, as updated.
    f. MCCCD Media Relations Response Plan, as updated.
    g. MCCCD Maricopa Emergency Management System (MEMS)

Appendix B: Operational Checklists

Appendix C: Alternate Location/Facility Information

Place here the following information

	Name	Address	Phone Number	Contact person
Alternate Facility				
Alternate Facility President/owner				
Alternate facility IT Department				
Alternate Facility PIO				
Electrical Power				
Gas				
Water				
Sewage				

Appendix D: Maps and Evacuation Routes

SMCC will need to place here a map of the alternate facility as well as multiple routes to the facility from the affected campus.

Appendix E: Definitions and Acronyms

ADEM	Arizona Department of Emergency Management
CCTV	Closed Circuit Television
CERT	Community Emergency Response Team
CGCC	Chandler Gilbert Community College
DHS	Department of Homeland Security
EG	Emergency Guidelines
EMC	Emergency Management Cycle
EMCC	Estrella Mountain Community College
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERP	Emergency Response Plan
FEMA	Federal Emergency Management Agency
GCC	Glendale Community College
GWCC	Gateway Community College
ICL	Incident Condition Level
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
MCC	Mesa Community College
MCCCD	Maricopa County Community College District
MCPHD	Maricopa County Public Health Department
MRE	Meal Ready to Eat
MRSA	Methicillin-resistant Staphylococcus aureus
NFP	National Framework Plan
NIMS	National Incident Management System
NRP	National Response Plan
PC	Phoenix College
POD	Point of Distribution
PVCC	Paradise Valley Community College
PVNGS	Palo Verde Nuclear Generating Station
RIO	Rio Salado College
SCC	Scottsdale Community College
SMCC	South Mountain Community College
SOP	Standard Operating Procedure
VOIP	Voice Over Internet Protocol

DEFINITIONS

Anticipated Emergency: Those conditions that because of their nature may require mobilization of emergency forces if conditions increase in severity.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.
.
Cities Readiness Initiative (CRI): A program, funded by the Centers for Disease Control and Prevention, to enhance the ability of cities to rapidly dispense life saving drugs to the entire population. The primary goal of CRI is to minimize loss of lives during a catastrophic public health event by dispensing drugs to 100% of the city's population within a 48-hour timeframe.

Campus: Campus refers to all MCCCD campuses

Check-In: The process through which resources first report to an incident. Check in locations include the Incident Command Post, Emergency Operations Center, Staging Areas or directly at the site of the emergency.

Chief: The Incident Command System title for individuals responsible for management of functional sections to include Command, Operations, Planning, Logistics, Finance/Administration and Intelligence (if established as a separate section).

City Fire Chief: Refers to the local fire chief in the City of Tempe, Phoenix, Mesa, Glendale, Gilbert or other political entity where an MCCCD campus resides in and is hereafter referred to as the "City Fire Chief".

City Fire Department: City Fire Department refers to the fire department in the City of Tempe, Phoenix, Mesa, Glendale, Gilbert or other political entity where an MCCCD campus resides in and is hereafter referred to as the "City Fire Department".

Community Emergency Notification System (CENS): CENS is a system that allows for a large portion of the community to be contacted during times of crisis. The CENS system can be activated through the Goodyear Police communications Center, or through the Phoenix Fire Regional Dispatch Center (Alarm Room).

Command Staff: That portion of the emergency management staff organization charged with the strategy of directing and/or controlling resources by virtue of explicit legal, agency or delegated authority. The Command Staff receives policy direction from the Emergency Executive. The six major functional areas of the General Staff include Command, Operations, Planning, Logistics, and Finance/Administration.

Disaster: Any natural catastrophe, or, regardless of cause, any man-made or technological event, which in the determination of the MCCCD Chancellor causes damage of sufficient severity and magnitude to warrant emergency response to alleviate damage, loss, and hardship.

District Personnel: Includes all MCCCD full and part-time students, staff, faculty, and visitors.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: A situation arising with or without warning, causing or threatening death, injury or disruption to normal life for numbers of people in excess of those which can be dealt with by campus agencies and departments operating under normal conditions, and which requires special mobilization and organization of those forces.

Emergency Alert System (EAS): Formerly known as the Emergency Broadcast System (EBS), this communications system enables the President, federal, state and local officials to rapidly disseminate emergency information over commercial AM and FM radio bands. This information is intended to reduce loss of life and property and to promote rapid recovery in the event of a natural disaster, a man-made disaster or an attack on the nation.

Emergency Functions: Include warning and communications services, relocation of persons from stricken areas, temporary restoration of utilities, transportation, welfare, engineering, search, rescue, health, law enforcement, fire fighting, and other necessary activities.

Emergency Management: Mitigation, preparedness, response and recovery activities designed to minimize the effects on the population from an emergency or disaster, to deal with the immediate emergency conditions which would be created, and to carry out emergency repairs to essential facilities that have been destroyed or damaged.

Emergency Operations Coordinator: Charged with the day-to-day responsibility for emergency management programs and activities. The role of the EMC is to coordinate all aspects of MCCCD's mitigation, preparedness, response and recovery capabilities. This individual's task is to use a variety of resources, techniques, and skills to reduce the probability and impact of extreme events and, should a disaster occur, to bring about a quick restoration of routine.

Emergency Management Group: Consists of the Command Staff and the General Staff Group. The Command Staff consists of the EOC Chief, Incident Commander, Legal Counsel, Finance Executive, Public Information Officer, Liaison Officer and the Safety Officer. The General Staff Group supports the Command Group and consists of the Operations, Planning, Logistics, Administration & Finance, and Safety Sections.

Emergency Operations Center (EOC): A central facility from which key MCCCD and external emergency management officials can gather information, make decisions, and direct and coordinate response and recovery efforts.

EOC Chief: The EOC Chief will be determined by the nature of the event. Whoever is not the EOC chief serves as the assistant EOC chief. The EOC Chief is responsible for the overall management of an emergency within the EOC. This individual will receive information from the Emergency Management Group, utilizing their information and resources to manage the incident. Provides overall direction and control of the EOC.

Emergency Policy Executive (EPE): The MCCCD Chancellor or his/her designee that serves as the highest level of campus authority during an emergency.

Emergency Procurement: The need for the immediate purchase of materials, services or construction that cannot be met through normal procurement methods, the lack of which seriously threaten public health or safety, the preservation of property or the functioning of government.

Emergency Operations Plan (EOP): Multi-hazard, functional plan that treats emergency management activities generally, with the unique aspects of individual disasters contained in hazard-specific annexes. It describes the emergency organization and the means of coordination with other entities. It assigns functional responsibilities and details tasks to be carried out as accurately as permitted by the situation.

Emergency Response Provider: Includes state, local and tribal emergency public safety, law enforcement, emergency response, emergency medical and related personnel, agencies and authorities.

Emergency Operating Forces: Agencies and departments of MCCCD and/or local government that have the capability to respond to emergencies 24 hours a day. They include law enforcement, fire/rescue, and public works.

Evacuation: Government, emergency operating forces and/or public works recommendation or ordered movement of persons and property from a hazard area to an area of safety.

Exclusion Area: That area within a hazard area, which, as determined by the Incident Commander or the Section Director, has or may have a high degree of danger or which must be heavily controlled for other reasons.

Extremely Hazardous Substance: Any of over 300 highly toxic chemicals on a list compiled by the Environmental Protection Agency, as defined in 40 Code of Federal Regulations (CFR), Part 355, and Paragraph 355.20.

Federal Emergency Management Agency (FEMA): The central point of contact within the federal government for a wide range of emergency management activities, both in peacetime and wartime. Its roles include coordinating government activities, providing planning assistance, advising various agencies and delivering training.

Flood Retarding Structure (FRS): A dam or similar structure constructed on a river, creek, stream or wash that is normally dry and flows only after significant rainfall.

Function: Function refers to the five major activities in Incident Command System: Command, Operations, Planning, Logistics and Finance/Administration. A sixth function, Intelligence, may be established, if required to meet incident management needs.

General Staff: The General Staff Group supports the Command Staff and consists of the Operations, Planning, Logistics, Finance/Administration, and Safety Sections.

Hazard Area: That area, which, as determined by the Incident Commander has or is believed to have the existence of a hazard to public health, life, or property.

Hazardous Materials: Substances or materials, which because of their chemical, physical, or biological nature pose a potential risk to life, health, or property if they are released. Explosive substances, flammable or combustible substances, poison, and radioactive materials are all classified as hazardous materials.

Homeland Security Presidential Directive 5 (HSPD 5): Management of Domestic Incidents, February 28, 2003, is intended to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system. In HSPD-5 the President designates the Secretary of Homeland Security as the PFO for domestic incident management and empowers the Secretary to coordinate Federal resources used in response to or recovery from terrorist attacks, major disasters, or other emergencies in specific cases. The directive assigns specific responsibilities to the Attorney General, Secretary of Defense, Secretary of State, and the Assistants to the President for Homeland Security and National Security Affairs, and directs the heads of all Federal departments and agencies to provide their "full and prompt cooperation, resources, and support," as appropriate and consistent with their own responsibilities for protecting national security, to the Secretary of Homeland Security, Attorney General, Secretary of Defense, and Secretary of State in the exercise of leadership responsibilities and missions assigned in HSPD-5. The directive also notes that it does not alter, or impede the ability to carry out, the authorities of Federal departments and agencies to perform their responsibilities under law.

Homeland Security Presidential Directive 8 (HSPD 8): National Preparedness, December 17, 2003. This directive establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.

Incident Action Plan (IAP): Contains general control objectives reflecting the overall incident strategy and specific action plans for a specified operational period. The Unified Command, Command Staff, and General Staff develop the IAP.

Incident Commander (IC): The individual who is responsible for management of the tactical field operations of all involved departments and supporting agencies/organizations at or near the scene of an emergency. Functions from the Incident Command Post report directly to the EOC if it is activated due to the emergency.

Incident Command Post (ICP): The location from which the Incident Commander, in coordination with other departments and agencies, manages the tactical filed operations at or near the scene of an emergency.

Incident Command System (ICS): A nationally recognized system of managing small to large-scale events through the systematic development of a complete, functional organization. The system uses common terminology; is modular in nature; and has a unified command structure, manageable span of control, consolidated action plans, comprehensive resource management and integrated communications.

Incident Management System: The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident. The incident management system is designed for emergency managers to direct and control emergencies ranging in size and complexity from limited to large-scale disasters. The system is flexible and expandable to allow for coordination between various agencies, jurisdictions and levels of government and yet it affixes overall responsibility, maintains effective span of control and addresses the functional areas of command, operations, plans, logistics and administration/finance which are common to every incident.

Incident of National Significance: Based on criteria established in HSPD-5 (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by and appropriate combination of Federal, State, local, tribal, nongovernmental, and/or private-sector entities in order to save lives and minimize damage, and provide the basis for long-term community recovery and mitigation activities.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategies and tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Increased Readiness Action Levels: Most events follow some recognizable buildup period during which actions can be taken to achieve a state of maximum readiness. General departmental actions are outlined in this plan, while specific actions will be detailed in departmental standard operating procedures (SOPs). There are three increased readiness action levels within the EOP and include: (1) Condition 3 is used to denote the use of routine emergency procedures and response. (2) Condition 2 is used to refer to a situation that presents a greater potential threat than "Condition 3" and requires major involvement by several agencies and departments on campus. (3) Condition 1 is used to signify that a major disaster has occurred or is anticipated and requires a coordinated response from the Emergency Management Group and outside agencies.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Information Intelligence Officer: The Information Intelligence Officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include informational security and operational security activities, as well as the complex task of safeguarding the information but also ensuring it gets to those who need it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility organized to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Field Office (JFO): A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the Joint Operations Center, the FEMA Disaster Field Office, and the Joint Information Center within a single Federal facility.

Joint Information System (JIS): Integrates incident information and Public Affairs into a cohesive organization designed to provide consistent, coordinated, timely information during emergency or incident operations.

Joint Operations Center (JOC): The JOC is the focal point for all Federal investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident. The JOC becomes a component of the JFO when the National Response Plan is activated.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident may be political or geographical.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Limited Emergency: An event that will require response of emergency forces over and above normal working functions, but which is manageable within the local capability of MCCCD.

Local Emergency: The existence of conditions of disaster or of extreme peril to the safety of persons or property which are beyond the capability of MCCCD to handle and will require the assistance of other political entities.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for Providing resources and other services to support incident management.

Major Disaster: Any catastrophe which, in the determination of the President of the United States, causes damage of sufficient severity and magnitude to warrant federal assistance to supplement the efforts of State and local governments and disaster relief organizations in alleviating damage, loss, and hardship.

Major Emergency: The existence of conditions of disaster or of extreme peril to the safety of persons or property within the territorial limits of a campus of MCCCD, that is or is likely to be beyond the control of the services, personnel, equipment and facilities of MCCCD and which require the combined efforts of outside entities.

Management by Objective: A management approach that uses four phases for achieving the incident goal. The four steps include establishing overarching objectives, developing and issuing assignments, plans, procedures and protocols; establishing specific, measurable objectives for incident management activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measurable performance and facilitate corrective action.

Memorandum of Understanding (MOU): Informal agreement between MCCCD and outside agencies designated to provide emergency related services in an emergency.

Mobilization: The process and procedures used by all organizations-state, local, and tribal-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual Aid Agreement: Formalized agreement between MCCCD and outside agencies to provide emergency related services in the event of an emergency. See MOU.

National: A nationwide character, including the state, local, and tribal aspects of governance and policy.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System (NIMS): A command and control system that provides a consistent nationwide approach for Federal, State, and Local governments to work effectively together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. It provides for interoperability and compatibility among Federal, State, and Local capabilities, and includes a core set of concepts, principles, terminology, and technologies covering the Incident Command System; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response framework: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 12 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Persons with Disabilities: Individuals who are visually or hearing impaired, physically disabled (e.g. cardiac condition, paralysis, arthritis), developmentally disabled (e.g. cerebral palsy, mental retardation, autism, epilepsy), mentally ill, or frail elderly.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: This unit is responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Principle Federal Officer (PFO): The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HPSD-5 for Incidents of National Significance.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Radioactive Material: Material which emits radiation (subatomic particles or pure energy) in the process of stabilization.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, (Incident Action Plans), supplies and equipment, feeding, and bed down.

Response: The efforts to minimize the risks created in an emergency by protecting the people, the environment, and property, and the efforts to return the scene to normal pre-emergency conditions.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC. *An MCCCD Development of types and kinds needs to be established.*

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols. MCCCD includes Memos of Understanding and Emergency response Teams.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: The efforts to minimize the risks created in an emergency by protecting the people, the environment, and property, and the efforts to return the scene to normal pre-emergency conditions.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Sara Title III: Public Law 99-499, the Superfund Amendment and Reauthorization Act of 1986 (SARA), Title III: Emergency Planning and Community Right-to-Know, was enacted to provide local governments the authority to gather information concerning chemical hazards in their community, plan for the response to incidents involving those Hazards, and provide a means for the general public to access information concerning hazardous substances in their community.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Safety. The section is organizationally situated between the branch and the Incident Command.

Section Chief: The person having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Safety.

Span of Control: The number of individuals a supervisor is responsible for usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: A designated site for the assembly of resources, i.e., outside agencies, heavy equipment, specialists, etc.

Standing Operating Procedure (SOP): Generally, a checklist or set of instructions that has the force of a directive, which lend themselves to a definite or standardized procedure without loss of effectiveness.

State of Emergency: The duly proclaimed existence of conditions of disaster or extreme peril to the safety of persons or property in the State of Arizona which are or are likely to be beyond the control of the services, personnel, equipment, or facilities of any single county, city, or town, and which requires the combined efforts of the state and the political subdivision.

Technological Disasters: Interruptions of services caused by failure of technological systems and associated infrastructure.

Terrorism: The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.

Threshold Planning Quantity: The minimum amount of an extremely hazardous substance that must be reported under the provisions of Section 302 of Public Law 99-499 (SARA, Title III).

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity or, in the case of incident management teams, experience and qualifications.

Unified Command (UC): An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Western States Coordinating Council (WSCC): Major electric utilities in the western states are interconnected through an extensive grid system operated by the WSCC. Energy emergencies have been categorized by the electric utilities that are members of WSCC, including those in Arizona, into three alert levels: (1) Alert 1 means all available resources are in use. The utility has no reserves beyond the minimum requirement, and there is a concern that it may not be able to sustain its required operating reserves. All non-firm wholesale energy sales are curtailed. (2) Alert 2 means load management procedures are in effect. At this point, the utility makes appeals to the public to reduce energy use, initiates voltage reductions on the system, and curtails interruptible loads through a voluntary curtailment program. (3) Alert 3 means a firm load interruption is imminent or in progress.

Weapons of Mass Destruction (WMD): Weapons of Mass Destruction are characterized in four major areas, which include chemical, biological, radiological and nuclear weapons (CBRN). WMD is defined as any weapon or device that is intended, or has the capability, to cause death or serious bodily injury to a significant number of people through the release, dissemination, or impact of (A) toxic or poisonous chemicals or their precursors; (B) a disease organism; or (C) radiation or radioactivity.

Workplace Violence: Violence that arises out of disputes or adverse interpersonal relations between employees and employers in or around the place of employment. The three categories of workplace violence are: (1) Type 1 Stranger Violence -Stranger versus employee such as armed robbery. (2) Type 2 Client Violence -Client versus employee or in the case of MCCCD, student versus employee violence. (3) Type 3 Employee Violence – Employee versus employee as best exemplified when an employee attacks a supervisor.

WEATHER-RELATED DEFINITIONS:
All Clear: "All Clear" bulletins are issued whenever the WARNING is canceled; however, a WATCH may remain in effect for the same area or an adjacent area, and special weather statements will continue to be issued accordingly.

Excessive Heat Advisory: Issued when the temperature is forecast to be excessive but not life threatening. The advisory is based on temperature, humidity, sky coverage and duration of the conditions.

Excessive Heat Watch: Issued when conditions are likely to result in a life-threatening heat emergency within the next 24 to 48 hours.

High Heat Warning: Issued when heat conditions are forecast to be life threatening. The warning is based on temperature, humidity, sky coverage and duration of the conditions.

Microburst: A thunderstorm down rush of air with an affected outflow area of less than 2.5 miles and peak winds lasting less than 5 minutes. Intense microburst may cause tornado-force winds, which can adversely affect aircraft performance and cause property damage.

Redefining Statement: Issued after a tornado/severe thunderstorm watch expressed in terms of counties with cities and well-known landmarks included.

Severe Weather Statement: Issued after a tornado/severe weather, to cancel all or part of a warning and to provide follow-up information on a warning in effect.

Short Term Forecast: Commonly referred to as a NOWcast product, it is used to convey information regarding weather or hydrological events that are expected to occur within the next few hours. NOWcasts eliminate the need for short-term applications of SPECIAL WEATHER STATEMENTS and most SEVERE WEATHER STATEMENTS.

Special Weather Statement: Only used to describe long-fused weather and hydrologic events, including any appropriate meteorological reasoning, and to clear counties from WATCHES.

Urban and/or Small Stream Flood Advisory: Notification that expected rainfall with cause ponding or heavy but not life-threatening runoff in low-lying, poorly drained areas such as roadways, washes and/or small streams.

Urban and/or Small Stream Flood Warning: Notification that expected rainfall will cause life threatening runoff conditions in low-lying, poorly drained areas such as roadways, washes, and/or small streams.

Warning: Announcement that threatening conditions (thunderstorms, high winds, tornado, flooding, dam, or levee failure) are occurring or are imminent, and are expected to have a harmful effect upon the area alerted. Persons within the area alerted must take immediate steps to protect themselves.

Watch: Severe weather of flash flood WATCH means that conditions are such that a storm or flood of significant magnitude is likely to occur. Person within the area alerted should take precautionary steps.

Appendix F- Processes

Send College Alert for Business Continuity

Input(s) to the process:

- Response Information.

Output(s) from the process:

- Alert messages.

Process end state(s):

- Alerts were delivered to college all students and staff.
- A high percentage of "received" notifications were obtained.

Assumption(s) and General Note(s):

- Recovery Operations will exceed 72 hours.
- There has been Significant Damage to the physical property of the college.
- An alternate facility needs to be established

Supporting Document(s):

- Response Incident Action Plan (IAP).
- Incident reports.
- Preliminary Damage Assessments
- Business Continuity Plan
- Emergency Operations Plan.

Event(s):

- A level 3 or 4 incident has occurred.

Process Steps:

STEP	DESCRIPTION	TECHNOLOGY	JOB TITLE
1	Review response information		President
2	Determine approximate duration for recovery actions		President
3	Activate the Business Continuity Plan		President
4	Convene the Business Continuity Leadership (BCL)		President
5	Delegate message creation to the PIO		President and BCL
6	Review Emergency Operation Plan (EOP)		PIO
7	Create Messages • Declaration • Where to locate further information		PIO
8	Activate Alert System • Send Messages	E-mail, text messaging, phone, fax notification program	PIO and IT
9	Verify Receipts of messages		PIO and IT
10	Report to BCL • % Of students and staffed that received message • Continuing process		

Notifications to Business Continuity Personnel

Input(s) to the process:

- Response Information.
- Preliminary Damage assessments

Output(s) from the process:

- E-mail, text message, fax.

Process end state(s):

- Business Continuity (BC) Personnel have received notifications.
- BC personnel have received instructions.

Assumption(s) and General Note(s):

- Recovery Operations will exceed 72 hours.
- There has been Significant Damage to the physical property of the college.
- An alternate facility has been activated.
- Alerts have been sent.
- Business Continuity Plan (BCP) has been activated.
- Business Continuity Leadership (BCL) has been convened.

Supporting Document(s):

- Response Incident Action Plan (IAP).

- Incident reports.
- Preliminary Damage Assessments
- Business Continuity Plan
- Emergency Operations Plan.

Event(s):

- A level 3 or 4 incident has occurred.

Process Steps:

STEP	DESCRIPTION	TECHNOLOGY	JOB TITLE
1.	Review response information		President And Business Continuity Leadership (BCL)
2.	Determine initial objectives and priorities. • Actions need in the 1st 72 hours		President And BCL
	Create priority list		President And BCL
	Deliver 72 hour objectives and priority list to PIO		President And BCL
	Formulate messages • Essential Personnel • Non-essential personnel Note: messages will have to be formulated for each group or person that reflects the actions needed from that group or person.		PIO
	Send notifications using the emergency alert system.		PIO and IT
	Verify Receipts of messages		PIO and IT
	Report to BCL • % of received message • % That are not received • Know missing essential personnel • Continuing process for 24 hours		PIO

Relocation Process

Input(s) to the process:

- Alternate Facility Agreements.
- Alternate facility Maps.
- Incident Information.
- Vendor agreements.

Output(s) from the process:

- Signed Agreements.

- Written Delegation of Authority.
- Written goals and Objectives.

Process end state(s):

- Relocations Center is Operational.

Assumption(s) and General Note(s):

- Recovery Operations will exceed 72 hours.
- There has been Significant Damage to the physical property of the college.
- There is an Alternate Facility Available.
- Alerts have been sent.
- Business Continuity Plan (BCP) has been activated.
- Business Continuity Leadership (BCL) has been convened.
- The Emergency Operations Center has been notified.

Supporting Document(s):

- Response Incident Action Plan (IAP).
- Business Continuity Action Plan (BCAP).
- Incident reports.
- Preliminary Damage Assessments
- Business Continuity Plan
- Emergency Operations Plan.
- Alternate Facility Memos of Understanding.
- Mutual Aid Agreements.
- Intergovernmental Agreements.
- Utility Contracts.

Event(s):

- A level 3 or 4 incident has occurred.
- An Alternate Facility is required to complete Essential Functions.

Process Steps:

STEP	DESCRIPTION	TECHNOLOGY	JOB TITLE
1.	Determine Duration and Scope of Business Continuity Operations		President And Business Continuity Leadership (BCL)
2.	Develop a Business Continuity Action Plan (BCAP) Plan required to determine scope, objectives and goals until the commencement of normal operations		President And BCL
3.	Delegate authority and assigned duties based on the BCAP		President And BCL
4.	Contact Alternate Facility Administration Based on Business Continuity Plan Protocols Time of Arrival # of Personnel for duration Space Requirements		Operations Chief

5.	Determine Roles and responsibilities of Alternate Site Administration and Business Continuity Operations Sign Operational Agreements Confirm Memos of Understanding, Mutual Aid Agreements, Intergovernmental Agreements		BCL
6.	Contact Utility Companies Power is connected Uninterruptible power Source Water supply Waste disposal		IT
7.	Assemble moving Crews IT Equipment and supplies		IT and Operations Section
8.	Down load vital file, records, and/or databases at Alternate Facility		IT
9.	Notify Essential Personnel Point of relocation Operational Period Duration		Operations Section Dispatch
10	Move Materials to Alternate Facility		Operations Section Facility Staff