

Portland Community College Crisis Prevention, Mitigation and Management Guide

Version 2.0 dated 14 April 2014

This is a major revision to PCC's Crisis Plan Version 1.1 dated 27 August 2008

1.0 Authority

This Guide is intended to implement requirements of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, which is a federal statute codified at 20 U.S.C. 1092(f). The Clery Act requires, among other things, that institutions participating in federal financial aid programs give timely warnings of crimes that represent a threat to the safety of students or employees.

PCC's Emergency Planning and Preparedness policy is stated in Board Policy B708. In part, this policy states: "PCC will develop and maintain a comprehensive Emergency Preparedness and Business Continuity Program whose elements and scope will include preparation for those hazards most likely to affect the college community. The elements of this program will address the phases of prevention-mitigation, preparedness, response and recovery."

PCC Board Policy B213 directs that "The President, or the President's designee:shall be responsible for the organization and operation of the college;" The plans and guidelines stated here derive from that authority.

1.1 Purpose

The Purpose of this guide is to:

- Identify key ways in which Portland Community College seeks to minimize the chances that "negative events" will impede the College's ability to meet its mission of serving students and District residents. These typically are procedures, guidelines, and processes that shape ongoing operations.
- Provide guidelines and plans for how, if they occur, negative events are handled down to the "who does what" level so that expectations and responsibilities are known beforehand and do not need to be developed anew as the "negative event" unfolds
- Provide assessment criteria and incident management guidance for decision-making concerning certain types of key events, on both site-specific and District-wide scales.

1.2 Organization

This guide is organized to include two sections:

- Overall institutional approaches and responsibilities
- Appendices that state specific responsibilities and instructions, especially regarding communications and notification

1.3 Distribution

- This guide is available electronically at [alert.pcc.edu/crisis plan](http://alert.pcc.edu/crisis_plan).
- Hard copy of this guide (and subsequent revisions) is provided to each management employee, to each Public Safety Officer and dispatcher, and to each executive or departmental administrative assistant.

1.4 Plan Custodian

The Vice President, Administrative Services is responsible for the maintenance and currency of this plan, and for training and practice necessary so that it can be effectively executed when needed.

1.5 Plan Review

This plan will be reviewed at least annually, which review will include at a minimum review of the communications protocols listed in the Appendices to this plan.

2.0 Scope

This plan and these guidelines apply to all sites owned by Portland Community College. It applies to all staff and students at PCC sites.

Guidelines are also provided for crisis prevention, mitigation, and management for situations that take place away from sites owned by PCC. Examples are travel between campuses, Community Education classes at sites not owned by PCC, and travel by students or staff out of the District.

There are important “limitations” to the scope of this plan that must be acknowledged up front:

- The situation may dictate that law enforcement, fire, or emergency management officials are “in charge” and that PCC’s role is to provide support and assets for those agencies;
- PCC may become aware, after the fact, that it is involved in a crisis, meaning that PCC’s initial role may involve “catching-up” with the facts. An example might be injury to a staff member while traveling to a national convention.
- The situation may be of regional significance not confined to PCC as an institution. PCC’s role therefore may shift more to making decisions consistent with regional needs. PCC must be prepared to be as self-sufficient as possible, because regional priorities may exhaust scarce resources.

2.1 Intended to State Both Guidelines and Requirements

It is impossible to provide rules or procedures that apply lock-step to every situation.

At the same time, PCC knows that certain proactive measures need to be a part of ongoing operations in order to minimize the impact of negative occurrences. In those instances, discretion is not appropriate, and certain elements of this plan become mandatory for accomplishment. **Such elements are not guidelines. They are requirements.** It is important that we understand these differences, and recognize that this plan includes both guidelines and requirements.

An example of a requirement is the evacuation of a building when a fire alarm sounds in that building. Another example of a requirement is not releasing names of injured persons

until next of kin have been notified. Another example of a requirement is that we all behave as instructed by the On-Site Emergency Alert System (Mass Notification System).

3.0 What is and What is not a Crisis?

PCC, because of its size, experiences many different types of “special” situations. Those situations usually fall into one of three categories:

Level 1 Routine issues or problems in the normal course of operations:

Examples include things like

- localized outages to services, such as power, water, phones;
- disruptive behavior by individuals or small groups;
- minor vehicle accidents;
- medical emergencies for individuals;
- a disruption in a College service that is expected to be short-term;
- weather events having minimal impact (i.e., few people on campus).

Response to these sorts of routine problems is typically managed by the VP, Administrative Services in consultation with others as appropriate

This plan is not intended to address these routine problems

Level 2 Non-routine or unusual problems or situations

Examples include things like:

- notification that a student has contracted a communicable disease;
- disruption of a service College-wide (such as network services);
- a breach of personal information security;
- major vehicle accident on College property;
- a major weather event or negative weather outlook for a time when students/staff are on campus or en-route.

In these cases, the matter may be so unusual, or the events may be unfolding so rapidly, that the magnitude of the problem or situation is not known early on. Or perhaps initially the problem is felt to be manageable on a localized scale but turns out to be of greater significance as time passes.

This plan may be activated to address these types of problems, as our situational awareness increases.

Level 3 Situations that are immediately recognized as impacting the College’s mission, reputation, or financial stability in ways not manageable by localized resources

Examples include things like:

- an other-than-minor fire on a PCC site;
- a fatal or serious injury accident/incident on a PCC site;
- regional infrastructure destruction (i.e., earthquake);
- a regional event that prevents or impedes movement of PCC faculty/staff/students;
- major law enforcement activity near a campus;

- intentional, human-caused events such as an active shooter.

This plan will typically be activated to address these types of problems.

An institutional crisis can also be a situation that may erode citizen confidence in the District as a whole, such as a financial or ethical problem, or accusations of improper conduct. Such an event may or may not warrant activation of this plan.

4.0 Organizational Assumptions

The PCC executive officer responsible for safety and security on an ongoing basis is the Vice President, Administrative Services.

For clarity and reference in understanding roles and responsibilities specified in this Crisis Prevention and Management Plan, the following position titles and persons are assumed:

President – Dr. Jeremy Brown
Chief of Staff – Dr. Traci Fordham

Executive Vice President – Sylvia Kelley
Associate Vice President, Workforce Development & Community Education – Marc Goldberg

Vice President, Academic and Student Affairs – Dr. Christine Chairsell
Dean of Student Affairs – Tammy Billick (Interim)

Vice President, Administrative Services – Gordon Herbst (Interim)
Associate Vice President, Technology – Leslie Riester
Associate Vice President, Finance – Jim Langstraat

Sylvania Campus President – Dr. Suzanne Johnson (Interim)
Rock Creek Campus President – Dr. Sandra Fowler-Hill
Cascade Campus President – Dr. Karin Edwards
Southeast Campus/Extended Learning Campus President – Dr. Jessica Howard

Associate Vice President, College Advancement – Robert Wagner
College Communications Director – Cate Soulages
Public Relations Manager – Kate Chester
Public Affairs Communications Specialist – James Hill

Director, Office of Equity & Inclusion – Kim Baker- Flowers, J.D.

Director, Public Safety – Ken Goodwin
Lieutenant, Public Safety – Derrick Foxworth
Director, Facilities Management Services – Keith Gregory (Interim)

5.0 Overall Approach to Events

- Step 1: Initial communications to PCC that PCC has a possible crisis
- may come from news media, law enforcement, public, or College staff
- Step 2: Formation of College approach to managing the possible crisis (investigate with College staff, form Crisis Management Team, establish Incident Command System (including activating an Emergency Operations Center), or other approach)
- Step 3: Initial Assessment/Collaboration/Recommendation/Decision
- fact-gathering and situation size-up by on-scene parties or people closest to the issue
 - may require assistance from outside parties (i.e., attorneys, auditors, or other public agencies)
- Step 4: Communication
- communication of problem, assessment, and initial decisions
- Step 5: Action
- implement initial decisions
- Step 6: Assess/Check
- revise/modify approach as warranted by the evolving status of the event. For example, an early decision may have been made to close only one campus, but further assessment indicates that closing all campuses is prudent.

5.1 Process for Decision-Making

PCC's typical flow for managing unusual events starts with the report of a possible problem to an executive officer.

Notification of a Potentially Significant Event:

1. Typically, initial notification or discovery comes to, or is made by, Public Safety or Facilities Management Services employees and is then passed on to an executive officer (generally the Vice President, Administrative Services, during normal College hours)
2. The executive officer/Vice President, Administrative Services may immediately suggest creation of a Crisis Team if the situation warrants
3. Such decision to form a crisis team will be made by the person with the delegated authority (see **Designation of Responsibility** below for delegation succession order)

Assessment:

1. Typically, the Public Safety and Facilities Management Services directors are contacted if not already involved;
2. They trade information, make initial assessments, and notify the Vice President, Administrative Services of their assessment and recommendation;

3. An initial discussion takes place on how PCC should respond. It could well be that our level of information indicates that there is no need to form a crisis team (i.e., it is assessed to be a Level 1 event, in which case it is managed by the Vice President, Administrative Services)

Collaboration:

1. Typically the Vice President, Administrative Services then will consult with other executive officers and/or the President unless time for needed action does not allow this.
 - a. The purpose of this discussion is to share information on the emerging situation, whether it is seen as a Level 1, 2, or 3 situation, and if needed the actions taken;
2. If an immediate response is needed, the Vice President, Administrative Services is authorized to provide the response direction;
 - a. Once direction has been provided, the Vice President, Administrative Services, will communicate that to the Executive Vice President and other College executive officers;
 - b. The Executive Vice President and Vice President Administrative Services will determine the need to form a Crisis Management Team
3. If an immediate response is not needed, collaboration takes place concerning potential initial actions.
 - a. The collaboration is intended to gather information and perspectives from key stakeholders, in order that the subsequent response be appropriate to the event.
 - b. The Executive Vice President and Vice President Administrative Services will determine the need to form a Crisis Management Team
4. In the case of an urgent Level 2 or Level 3 event, the Vice President, Administrative Services communicates initial direction to:
 - a. The directors of Public Safety, Facilities Management Services, and the on-call Advancement office communicator (“Communicator”) with agreement as to what the message will be;.
 - b. Other cabinet members

During this process, consideration must be given to the possibility that the situation will grow to something much larger than initially expected.

6.0 Formation of Crisis Management Team

The nature of the crisis/event will determine whether a Crisis Management Team is established, and its membership. The purpose of a Crisis Management Team is to provide broad operational direction for the College’s response to the crisis.

In the event of a District-wide crisis:

- Representatives are likely to include some or all of the President’s direct reports (“Cabinet”) including the President’s Executive Assistant and Board Assistant.
- Formation of a Crisis Management Team will typically be initiated by the Executive Vice President (primary) or Vice President, Administrative Services (as discussed above in **Process for Decision Making** (Sec. 5.1)), as modified by the **Designation of Responsibility** (Sec. 7.0) discussed below.

- Situations may well occur where a crisis team is formed upon the recommendation of other executive officers, or upon the development of rapidly-evolving situations where it becomes obvious that a crisis team is needed.
- Depending on the circumstances, consideration will be given to including, in addition to members of the President's cabinet:
 - Communications Director and/or Public Relations Manager
 - Director, Facilities Management Services
 - Director, Public Safety
 - Dean of Student Affairs
 - Manager, Distance Learning
- The Crisis Management Team will determine, on the advice of the Director, Public Safety, if there is a need to implement the Incident Command System (ICS) and activate the Emergency Operations center and if so, on what scale and where to establish the Emergency Operations Center (EOC). Some events may be of such magnitude or suddenness that the immediate decision to activate Emergency Operations Center is obvious, or is dictated by decisions of outside agencies. In the event that an Emergency Operations Center is activated, the members of the Crisis Management Team who are executive officers will comprise the EOC's Executive Policy group.
- In the event that the Incident Command System is established, the Director of Public Safety (primary) or Public Safety Lieutenant is designated as PCC's Incident Commander.
- In most cases the Crisis Management Team will operate at the District offices in Sylvania. If Sylvania is damaged or if transportation is not possible, it may be necessary to form the Crisis Management Team to operate at another campus, or by voice or electronic means.
- The preferred alternate site for crisis team operation is Rock Creek (due to its distance from the Sylvania campus).
- In the event a Crisis Team is formed, the President's cabinet will be so advised, to include the purpose and membership.

7.0 Designation of Responsibilities

The Executive Vice President is the President's designee as initial Crisis Manager if a situation of concern develops, which is likely a Level 2 or Level 3 matter, as described earlier in Sec. 3.0. (If the Executive Vice President is not unavailable, the succession order is shown below). This delegation may change as the facts related to the situation unfold. Succession Order as Crisis Manager:

1. Vice President, Administrative Services
2. Vice President, Academic and Student Affairs
3. Associate Vice President, Finance

4. Associate Vice President, Technology Solution Services (TSS)
5. Director, Facilities Management Services (FMS)

It is expected that this order for succession should occur automatically and without direction of the President (i.e., if the Executive Vice President and the Vice President, Administrative Services are not able to serve as the Crisis Manager, the Vice President of Academic and Student Affairs is expected to assume the Crisis Manager role).

The Director of Public Safety will typically not serve as Crisis Manager due to potential responsibilities as Incident Commander

The Crisis Manager has the following responsibilities, and the authority required to meet those responsibilities: Collaboration and consultation with other members of the President’s staff and/or College subject matter experts is required to the maximum extent reasonable given the nature and immediacy of the crisis.

- Forming a Crisis Management Team of needed capabilities;
- Providing direction for College response to the situation
- Ensuring appropriate communications to internal and external constituencies regarding the situation and PCC’s response to it;
- Directing, if appropriate, the establishment of an Emergency Operations Center and Incident Command structure for dealing with the situation.
 - If the Incident Command structure is implemented, the Crisis Management Team formed here will disband, and those who serve on the Incident Command structure will participate in the Incident Command response.
 - As noted above, College executive officers will serve as the Executive Policy group when operating in an Incident Command structure
- In the event the Incident Command structure is established, the Executive Vice President will initially lead the executive policy group as outlined in PCC’s Emergency Operations Plan so that early-stage decisions are made in a timely way. This may change during the course of the crisis based on the facts of the situation.
- Implementing a method for logging and retaining an Incident History that includes key events, dates, times, descriptions, and assignments of task responsibilities to specific individuals. **Assignment of an Incident Recorder (Scribe) is strongly recommended.**
- Determining the operating schedule of College facilities (do we close? do we close and evacuate? do we close and shelter in place?) in consultation where possible with relevant stakeholders.
- Advising the President of the situation and decisions, and other decisions/actions as may be directed by the President.

The initial Crisis Manager for a situation will typically remain as the Crisis Manager for the event through its completion, in order to ensure leadership continuity. In cases where the situation extends beyond 16 hours, a “rotation of duty” will need to be established, using the succession order noted above.

Executive Officer crisis communication responsibilities are specified in Appendix H

The Associate Vice President, College Advancement is responsible for, and has the authority to carry out:

- Ensuring the availability and contact-ability of Communications/Public Relations

- staff members to support emergency management efforts, and specifically for creating and disseminating messages to the College community and the media;
- Ensuring that pre-approved message templates are current and available for use for those emergency situations that have been identified as most likely to occur.
- Determining the communications modes to be used in event of a crisis, giving consideration to audience(s), message content, and timing of delivery.
- Issuance of timely and accurate communications from PCC regarding the crisis

Message templates that are included in the Appendices to this Plan are pre-approved for issuance and require only that the blanks be filled in for a particular event or crisis.

The Associate Vice President, Technology Solution Services (TSS), is responsible for:

- Ensuring the availability and contact-ability of a TSS on-call manager to support the technology needs for message dissemination in the event of a crisis, including the College phone system;

8.0 Crisis Communications to the College Community and Media

It is PCC’s intent to communicate aggressively to our stakeholders (students, faculty, staff, area citizens, and the media) about a crisis, potential crisis, or any event that potentially impacts our ability to safely and effectively fulfill our educational mission.

8.1 Process

Since PCC is a large, multi-campus institution, it is important to understand that no single communications method has the ability to reach 100% of the staff, faculty, and student population. As a result, PCC maintains a multi-modal approach to emergency communications. The appropriate communication channels will be determined by the scope and type of the incident, urgency and the populations affected.

In general, we send out messages when we’re asking or requiring audiences to change their behavior, do something differently, or take protective actions.

With a basic understanding of the situation, the Crisis Manager calls the Communicator, who is the on-call College Advancement employee listed in the “PA On-Call Calendar” in PCC’s Google system. The Communicator will craft the message (the Core Statement) at that time, with the input and direction of the Crisis Manager.

8.2 Messaging Resource Components *(see Appendix I, Communications Protocols)*

On-Site Emergency Alert System (Mass Notification System):

Loudspeakers and strobe lights located in most interior spaces of PCC-owned sites, as well as loudspeakers and in parking lots. When there is a clear and present danger, this is the initial emergency notification. See Appendix M

A web page with details (alert.pcc.edu), that can contain (if the situation warrants) the “Core Statement,” with as much detail as needed, and that can be easily updated. This page is served from outside the PCC network, so it will continue to function even if our network is affected by the crisis, and it will be accessible by

mobile devices. The Communications office will promote this URL to students and staff as an easy-to-remember “go to” source for information whenever there’s a question about service interruptions or emergency situations.

A process for pushing alerts to several channels, with a brief (140 characters or less) alert message conveying the essence of the situation and a link to the detail at alert.pcc.edu. The message channels are:

- FlashAlert, which sends our messages to the news media for radio and TV alerts, and also sends a text message to a small number of students and staff that subscribe;
- PCC home page alert (red bar at top);
- Email to employees (announce@lists.pcc.edu);
- MyPCC announcement to students and employees;
- PCC’s Facebook page;
- PCC’s Twitter stream;
- Message on the college telephone system. However, this system can only take 120 simultaneous calls, so its effect is quite limited.

Phone Tree: As a backup, each Executive Officer is to have a “phone tree” or other process for making notifications of closures or other events to employees in their groups. *See Appendix H.*

8.3 Media Relations (*see Appendix I, Communications Protocols*)

In an emergency situation, news media inquiries must be directed to the Communicator. To the maximum extent possible, there should be only one PCC voice with the media. However, other PCC employees may need to speak to the media, including executive officers or other appropriate staff members.

If a PCC Emergency Operations Center has been activated, the Emergency Operations Group will manage communications with the media. (The Public Relations Manager is a member of that team and will serve as EOC PIO). For events involving multiple agencies, a Joint Information Center (JIC) may be established to manage media relations. If so, PCC’s Public Relations Manager, or a designee, will be PCC’s representative to the JIC.

Regardless of who interfaces with the media:

- Be as timely as possible.
- Be consistent. (down to the precise wording)
- Protect the idea that the College is open unless we say it is closed. Avoid having to send out numerous messages confirming that the college is open.
- Never speculate in responding to media inquiries.
- Always tell the truth. If something is not known, say that and commit to providing information when it is known.
- Consider setting up a media room away from the command center.
- Consider designating a staging area for media trucks if they are expected, at a location that does not impede ingress/egress.

- If the event will be of long duration, consider providing food, water, and sanitary facilities for media staff.
- In the event of death or serious injury, DO NOT release names or PCC functions that might be involved until law enforcement agencies have confirmed that next of kin have been notified.

8.4 News Releases

Any news releases are to be drafted by the Public Relations Manager (primary), Public Affairs Communications Specialist (alternate), or Communications Director (alternate).

8.5 Interviews and News Conferences

Interviews, news conferences and similar events are to be set up and hosted by the Public Relations Manager (primary), Public Affairs Communications Specialist (alternate), or Communications Director (alternate).

8.6 When the PCC network is not available:

If an extended outage is expected, the Crisis Manager will confer with TSS about using our cloud-based DNS host to redirect www.pcc.edu and my.pcc.edu traffic to alert.pcc.edu.

9.0 Relationship to other plans

■ Business Continuity and Recovery Plan:

The Business Continuity plan describes measures the College will take to do the best job possible in conducting its educational business in the face of a mission degrading crisis. Typically, such a situation would be triggered by one or more of the following:

- Large-scale physical disaster, either to college facilities or area infrastructure
- Health or environmental emergency that triggers restrictions on student/staff movement.

■ Emergency Operations Plan

The Emergency Operations Plan describes how PCC will manage a major crisis or emergency that impacts the College either directly or indirectly. The Emergency Operations Plan is designed to protect lives and property through the effective use of College and community resources. This plan is to be implemented whenever an emergency affecting the College reaches proportions that cannot be handled by routine measures.

■ Pandemic Plan

The Pandemic Plan describes specific emergency responses to a particular level of pandemic outbreak alert declared by federal, state, and/or local health agencies.

APPENDIX A

Closure, Evacuation, and “Take Safe Haven/Shelter in Place”

Considerations

(Page 1 of 2)

Closing and Evacuating are separate decisions

A closure decision could be made when the College is already closed; no evacuation is needed.

A closure decision could be made due to an on-campus threat; the closure decision is intended to keep people from coming into campus. An evacuation decision might or might not be made once the threat is remedied.

Decisions to close or remain open are frequently situation-specific and site-specific. For example, closing during Finals Week is a more difficult decision than closing on a Friday in the middle of Summer Term.

Decisions to evacuate or “take safe haven/shelter in place” are very situation-specific.

Decisions about whether actions apply to the “whole District” or to “one campus only” are very situation-specific.

A given circumstance at different times or at different sites may yield a different response.

What does Closure mean?

Closure means that no PCC activities will take place. No PCC staff will work, except for Public Safety officers, designated Essential Personnel, and those who may be called upon to help with the emergency. Public Safety will lock buildings, set alarms, and leave. Where gates are installed (Rock Creek and Sylvania) gates will be closed and locked. No Community Education classes are held.

There is generally no PCC Public Safety coverage present at PCC sites when they are closed.

When events that possibly will entail closure can be foreseen, we will endeavor to provide 2 hours advance warning.

Deciding Whether to Close or Not

1. If the college is already closed (as in the late evening/early morning), the decision is whether or not to remain closed for an added period of time (e.g., the entire next day or a portion of it)
 - a. This is a relatively straightforward decision, because presumably few people are on any PCC site.
 - b. The decision does not then cause the need for further decisions on whether we evacuate or “shelter in place”.

APPENDIX A

Closure, Evacuation, and “Take Safe Haven/Shelter in Place”

Considerations

(Page 2 of 2)

We will tend to close only a specific site if:

1. The situation is specific only to that site.
2. Available information suggests that instruction will be disrupted for more than an hour.
3. There is a major utility or infrastructure failure at a single site.
4. A reasonable person would conclude the site is unsafe due to circumstances outside the college’s property (a major fire near the area, a major hazardous materials incident near a campus).
5. The nature of the emergency dictates that the PCC site can be better used as a site to remedy the problem (e.g., used as a major command post or emergency staging area).

We will tend to close all District sites if:

1. The event has or might have regional negative impact (regional power failure).
2. The event is of such magnitude that it impedes students and staff from moving across the District, or creates unsafe situations in their doing so.
3. Operation of TRIMET or PCC shuttles is substantially disrupted.
4. Negative events at one PCC site may spread to other PCC sites.
5. The regional situation could be improved by PCC’s closing district-wide.
6. More than one PCC site is better used as a site to remedy the problem (e.g., command post or major staging area).

Deciding Whether to Evacuate or Not

In deciding whether or not to evacuate, there are a number of very important considerations:

1. The nature of the crisis and what we know for certain about it
 - a. Does evacuation subject people to more harm than not evacuating?
 - b. Does evacuation impede professionals from dealing with the event?
2. The environment outside PCC
 - a. Is the infrastructure outside PCC disabled (roads, etc.)?
 - b. Does the threat exist outside as well as inside the campus (chemical incident, bad weather)
3. Can the exodus of staff/students be managed in a way that does not impede the ability of police and fire agencies to deal with the emergency?

We will tend to evacuate if:

1. We can do it in a controlled way (building by building)
2. We can control the pace of evacuation, so that people can get off campus safely and quickly.
3. There is a lesser threat to evacuating than to remaining in place.
4. Our evacuating does not make a regional problem worse.

APPENDIX B

Site-Specific Evacuation Considerations

(Page 1 of 2)

PCC may have to manage a PCC evacuation with its own resources. It is unlikely that enough Public Safety officers can be marshaled to any one campus, let alone spread across the District, to oversee the evacuation(s). It is also unlikely that, in the event of an evacuation, enough outside law enforcement officers can be brought to bear quickly enough for assistance.

If a decision is made to evacuate a campus while students/staff are present, local law enforcement must be **immediately** contacted to render traffic control assistance. This will be done by Public Safety Dispatch.

Evacuating Sylvania:

1. Sylvania has 2 vehicle exit routes:
 - a. The main (upper) entrance on 49th Ave.
 - b. The Lesser Road (lower) entrance
2. Evacuation should be done building by building at Sylvania if at all possible. Otherwise, gridlock ensues quickly.
3. Unless a left turn on to Lesser Road is clear, traffic out of Sylvania onto Lesser Road should be directed to turn right in order to move vehicles out as rapidly as possible. Traffic should also be directed to turn right onto Capital Highway from Lesser Road, in order to prevent gridlock at the intersection with Highway 99 at the bottom of the hill;
4. In no case should traffic be allowed to sit at the exit, waiting to turn left.

Evacuating Rock Creek:

1. A decision to evacuate Rock Creek needs to be carefully weighed against the realities of the RC site:
 - a. The only main entrance is on Springville Road.
 - b. The secondary entrance (Farm Road) is narrow with limited capacity.
 - c. Traffic at the Farm Road should be directed to turn right onto 185th Ave. in order to maximize the outflow.
 - d. Traffic leaving the campus onto Springville Road should be directed to turn right onto Springville Road until that is full. Then traffic should be stopped on Springville both ways to allow all traffic to turn left to exit the campus onto Springville eastbound.
2. Evacuation should be done building by building at Rock Creek if at all possible.
3. Consideration should be given to using the THPRD site (east side of campus) emergency entrance/exit.
 - a. If the THPRD emergency exit is used, traffic should be directed to turn left onto Springville Road, in order to avoid gridlocking the main campus entrance.

APPENDIX B

Site-Specific Evacuation Considerations

(page 2 of 2)

Evacuating Cascade:

1. As an urban campus with many entrances and exits, PCC has no need (or ability) to control vehicle traffic.
2. However, to minimize gridlock, evacuation at Cascade should be done on a building by building basis whenever possible.

Evacuating Southeast

1. Both 82nd Ave. and Division St. are very high traffic areas, and it is not advisable for PCC staff to attempt to stop/direct traffic on those streets.
2. Traffic leaving the campus via 82nd Ave. or Division St. should be directed to leave by turning right, to maximize flow.

APPENDIX C

Response to On-Site Emergency Alert System (Mass Notification System)

(Page 1 of 2)

Alarms or Emergency Messages

What Needs to Happen when a Fire Alarm/Fire Emergency Message sounds:

A fire alarm/emergency message will typically be activated in only a single building. A fire alarm/message activated in one building on a campus does not trigger fire alarms in other buildings, nor does it trigger alarms district-wide.

If a fire alarm sounds:

1. Building occupants are to leave the building and gather in a nearby designated “Safe Assembly” area (marked with signs)
 - a. Faculty members should keep classes together, so that verification can be provided that all students have left the building.
2. Floor monitors and building coordinators are to “fan out” and pass the word to leave the building, making sure that all people understand that means “NOW!”.
3. Building occupants need to make sure to assist those with disabilities in leaving the building.
4. Building occupants are to remain in the Safe Assembly areas until told by a Building Coordinator or Public Safety Officer that it is safe to return. DO NOT re-enter the building just because the alarm may stop sounding.
5. As building conditions permit, Public Safety officers, Building Coordinators, and Floor Monitors will sweep the building to assess conditions. If safe to return, the Public Safety officer(s) or Building Coordinator will so advise persons in the Safe Assembly areas.
6. If there is indication of an actual fire, Public Safety will direct the local fire department to the scene of the fire.
7. In the event of an actual fire, fire officials will determine if and when the building is safe to re-enter.

APPENDIX C

Response to On- Site Emergency Alert System (Mass Notification System)

(Page 2 of 2)

Lockdown/Shelter In Place Messages

The On-Site Emergency Alert System (Mass Notification System) will be used to provide audible messages and emergency strobe signals should the need for lockdown/shelter in place occur.

In event of a lockdown/shelter in place alert:

All people on campus need to take the nearest available “safe haven” shelter:

- This may be the nearest building.
- This may be “ducking down between cars” in the parking lot.
- **The objective is to have no people visible, either inside or outside buildings**

Turn off all lights inside buildings

Close and lock or barricade all doors to the outside

Close and lock or barricade all doors inside a building

Close all curtains or window blinds

Areas with roll-up doors/truck doors are to close those doors

**Do not assume the emergency is over UNLESS ADVISED BY THE On-Site
Emergency Alert System (Mass Notification System) OR A PCC PUBLIC SAFETY
OFFICER**

APPENDIX D

Incidents Involving Death or Serious Injury

An incident involving death or serious injury while engaged in PCC activity or employment will very likely result in forming a Crisis Management Team.

- **If the incident is on District property:**
 - **Report the event immediately to 911.**
 - Then, report the event to Public Safety emergency dispatch (4444). This is to enable PCC Public Safety to escort emergency personnel to the scene if needed.
 - If at all possible, a PCC representative from the employee's department or the department sponsoring the activity should travel by personal vehicle to the hospital. This may help authorities learn next of kin who need to be notified. Release of that information by PCC employees to emergency health providers is permitted under FERPA in emergency situations.
 - This PCC person will not make treatment decisions.
 - If an accident or suspected criminal activity is involved, secure the scene by closing the doors and warning people away until investigators arrive.
 - If death results:
 - Learn from medical or law enforcement authorities how next of kin will be notified.
 - It may be that PCC staff will be expected to make the notification. If so, the "parent executive officer" and President should make the notification **in person** to the next of kin.
 - Determine from investigating authorities if Oregon OSHA needs to be notified, and if PCC should do that.
- **If the Incident occurs off District property but on College Business:**
 - In situations where PCC staff or students are injured or killed while on College business, it is very likely PCC will learn of this "after the fact".
 - Notifications of next of kin may be made by law enforcement or medical groups, and PCC may be notified by the victim's family.
 - The parent executive officer and President should call on the family **in person** to offer condolences or assistance.
 - The District President will appoint a staff member to render assistance to the family, which may include assisting with local transportation of family members, arranging travel to out of District areas for family members, shipment of remains, etc.
- **Notifications of next of kin**
 - It is unlikely (but not impossible) that PCC staff will be called upon to make death notifications. Typically, medical or law enforcement authorities do this.
 - PCC may be asked to provide next of kin information to law enforcement agencies, which is permissible under FERPA in emergency situations.

APPENDIX E

Weather-related Concerns

1. The most likely weather threats are snow, ice storms, and windstorms (each of which creates power outages and/or roadblocks)
2. The impact may be to a single site or district-wide.
3. If bad weather occurs during hours the College is open, site or District closure is warranted if student/staff safety is threatened.
 - a. The response will be to announce a closure effective at a future time as soon as possible, with a goal of 2 hours advance warning.. This allows staff to inform students on a building by building basis to move off the campus, in a way that prevents gridlock.
 - b. Parking and Transportation will complete current runs, and will provide students/staff transportation to the nearest Tri-Met stop if needed.

APPENDIX F

Threatened Violence

1. Call Public Safety (**4444**) immediately if a threat is received, discovered, or overheard.
2. If the threat is verbal, write down immediately all that is said or overheard.

The College will base its actions on an assessment of the threat's credibility. If time permits, this assessment will include input from local law enforcement agencies evaluating the validity of the threat.

Key questions to answer to establish credibility of a threat:

1. The threat contains information to indicate that the originator has accurate or special knowledge of PCC (e.g., an upcoming event, or a specific room or area at PCC, or particular staff functions or names).
2. The threat references or is linked to a current issue or dispute at PCC (e.g., disciplinary action, contentious issue).
3. The threat is for an action at a future date/time stated in the threat message.
4. The threat does not have the appearance of being a copycat of earlier publicized events elsewhere.
5. Information indicates that the threat maker is in "command of their faculties" enough to carry out a threat.

If a threat is viewed as credible:

1. The next decision is whether to evacuate all or parts of the campus(es), or to initiate lockdown procedures for the areas referenced in the threat or close the campus(es) if they are not currently open for business..
 - a. keeping in mind that a crisis evacuation (evacuation done quickly) may result in 1) bedlam and chaos; 2) congregations of persons that are ready targets for the threat-maker.
2. The site response for those who are present on the site referenced in the threat will be to:
 - a. "Alert" the campus via the On-Site Emergency Alert System (Mass Notification System) regarding the nature of the threat (what is happening) and informing them as to the appropriate protective actions they should take, unless issuing an alert will in the professional judgment of responsible authorities compromise efforts to assist victims or contain or otherwise mitigate the emergency
 - b. Evacuate in a controlled manner once it is determined that this is the safest course of action, and that the threat situation still exists, giving consideration to managing vehicle and pedestrian movement so as not to create traffic jams or create unsafe conditions for those evacuating.

APPENDIX G

Occurrences Automatically Referred to 911

PCC has limited resources, and certain types of events must automatically and instantly be referred to outside authorities by calling 911. These include:

- Fire.
- Explosion or other uncontrolled release of energy.
- An observed weapon on a PCC site or in a program sponsored by PCC (e.g., a Community Education class). The observed weapon may be carried by a person or may be observed elsewhere (e.g., in a vehicle in plain view). The weapon need not be a firearm. While the law permits persons to carry a concealed weapon, the public display of such a weapon is considered a disruption to PCC's educational environment.
- An injury occurring on a PCC site or in a program sponsored by PCC that a reasonable person would conclude requires skilled medical attention.
- Discharge of a petroleum product that potentially could enter the environment (on or off PCC premises).
- "Mass casualty" incident of unknown origin.
- Any other potential life-threatening event or mass casualty

APPENDIX H

Executive Officer Crisis Communication responsibilities

Each Executive Officer will maintain a list of the home, work, and mobile/cellular contact phone numbers of her/his direct reports.

Each Executive Officer will maintain a list of the physical address locations of her/his direct reports. (This is in case of a major failure to area communications infrastructure).

Each Executive Officer will ensure that each of her/his direct reports maintains a list of the physical address, and home, work, and mobile/cellular contact numbers for their direct reports.

APPENDIX I

Outbound Communications Protocols

(Page 1 of 4)

Urgent Situation

The “Communicator” (on-call Advancement employee) will:

In an urgent situation where immediately distributing a brief (140 char.) message as widely as possible is critical, we may delay Steps 1-4 below under “Non-Urgent Situation”, and post to FlashAlert and the PCC home page, as follows:

1. Put the statement on FlashAlert, as described in Step 5, below.
2. Put the statement on the PCC home page:
 - Go to <http://alert.pcc.edu/wp-login.php>.
 - Enter your MyPCC username and password.
 - Click Posts in the upper left.
 - Click the Add Post button to start a new post, or adapt an older one to the situation.
 - Enter the post’s headline in the top “Title” box.
 - Enter the Alert Text in the bottom box. (140 char. max—watch the counter)
 - In the Alert Destinations box on the right, click the “[www.pcc.edu Homepage](http://www.pcc.edu)” checkbox.
 - Click the blue Publish button, near the top right.

Non-Urgent Situation

The “Communicator” (on-call Advancement employee) will:

1. Write the Core Statement for the alert.pcc.edu web page.

Clarify whether announcement applies to faculty and staff, as well as students.

Protect the idea that the College is open unless we say it is closed. Avoid having to send out numerous messages confirming that the college is open.

This appears on a normal web page, so you have plenty of space to describe the situation.

2. Post the Core Statement on alert.pcc.edu.

Go to <http://alert.pcc.edu/wp-login.php>.

Enter your MyPCC username and password.

Click “Posts” in the upper left.

Click the “Add Post” button to start a new post, or adapt an older one to the situation.

Enter the post’s headline in the top “Title” box.

Put the Core Statement into the next box down.

APPENDIX I

Outbound Communications Protocols

(Page 2 of 4)

3. Put the Alert Text in alert.pcc.edu.

Enter text in the bottom box, labeled “Emergency Alert Text.”

140 char. max—watch the counter

Don’t bury the lead—get right to the essence.

Don’t state the obvious: “due to snow...” or “listen for updates.”

Include <http://alert.pcc.edu>, usually at the end. This leaves 120 char. to work with.

4. Send the Alert Text to Facebook, Twitter and the MyPCC login page.

1. Check the desired Alert Destinations boxes. (usually all in the list: Twitter, the PCC home page (the red bar at the top), the MyPCC login page, and Facebook.
2. Click the blue Publish button, near the top right.

Then the Communicator will send the Alert Text via these remaining channels:

5. Flash Alert

<http://www.craigwalker.net/pdx.html>

Be sure “This is for Tomorrow” is UNCHECKED unless you really are posting an alert for the next day. (how does FlashAlert define “day” ?)

Enter your phone number for media inquiries, just below the alert text field.

LOG OUT after sending. If you click the “back” button to the FA page, it sometimes sends the message again!

We will communicate with the media by publishing closure or emergency notifications on FlashNews.net and/or other Emergency Notification System(s) (ENS) or communications channels as appropriate. FlashNews.net is a no-cost subscription service which sends the message to subscribers via e-mail and their iPhone and Android app, FlashAlert Messenger. As of March 2013, they are still distributing alerts as text messages, but are discouraging that channel, because delivery time varies widely, depending on the carrier used and the recipient’s location.

The following PCC functions have password access to FlashNews.net:

- Vice President, Administrative Services
- Director, Public Safety
- Associate Vice President, College Advancement
- Director, Communications
- Manager, Public Relations
- Public Affairs Communication Specialist
- Executive Vice President

6. Email to PCC employees

The Alert Text, normally sent to announce@lists.pcc.edu

APPENDIX I

Outbound Communications Protocols

(Page 3 of 4)

Include a statement such as this:

“After sending this bulk email, I’ll be handling other incident communications tasks and will not be reading any replies. If you have questions, go to <http://alert.pcc.edu> or contact your supervisor.”

7. Opportunity.pcc.edu, if needed

Contact the Communicator (on-call Advancement Office employee) who will contact one of the following:

- Director, Communications
- Manager, Public Relations
- Public Affairs Communication Specialist
- Marketing Specialist, Social and Digital Media

8. College Telephone System

The Crisis Manager will contact the On-Call Technology Solution Services (TSS) manager so that a message about the situation will be posted on the college telephone system.

9. Removing Messages

The Communicator is responsible for removing messages, where applicable, in consultation with the Crisis Manager.

APPENDIX I:
Outbound Communications Protocols

(Page 4 of 4)

10. Department-Level Communication Tools

a. MyPCC log-in page

Used when the incident involves access to MyPCC.

b. Community Education Home Page Alert

The web page at www.pcc.edu/community/ can display its own “red bar” like we have for the main PCC home page. They use it for closure information for off-campus sites, such as Beaverton Schools closing, while PCC isn’t.

c. Study Abroad Program

The Study Abroad office (971-722-7117) handles emergencies involving PCC students who are studying in other countries. If there is an incident, Study Abroad staff will contact the Public Relations Manager or Public Affairs Communications Specialist.

d. Blackboard System Used by Child Care Centers

This system is used by supervisors of PCC Child Care Centers to provide quick communication to parents.

APPENDIX J

News Media Protocols

Medium- to Large-Scale Incidents (e.g., active shooter, earthquake, major fire)

- The Public Relations Manager will be designated the Public Information Officer (PIO). If the Public Relations Manager is unavailable, this assignment will fall to the Director of Communications or the Public Affairs Communications Specialist.
- The PIO will work with the command center – command being one of five general areas during an incident, along with operations, planning, logistics and finance.
- During such a situation, it is the PIO's responsibility to gather accurate and complete information; and to serve as the sole point of contact for the public, the media, and other governmental agencies seeking information about the incident.
- The PIO will address issues that affect PCC, students, staff and faculty. Questions about other involved agencies – such as investigations and rescues – will be directed to the PIOs that serve those agencies.
- An information center will be set up – somewhere away from the command post – and the PIO will make the media aware of where to gather.
- The PIO will be stationed at the site of the event and will work in conjunction with the Incident Command team. A person at the campus in question may be appointed to communicate with media who have gathered there. That person most likely will be the Campus President or the Campus Community Relations Manager. The PIO will continue to craft all outgoing messages, whether delivered by the PIO or the appointed, onsite media contact.
- If an incident at Sylvania requires activation of the backup Incident Command Center at Rock Creek, the PIO will shift to that location.
- If a decision is made to close a campus, media will not be allowed onsite. If the campus remains open, the PIO will ask the media to gather at a specific location, most likely on campus (off campus, PCC has no authority over where the media sets up). The highest priority for location must go to those agencies dealing with the event, such as police and fire. Keeping that in mind, a series of locations will be selected in advance for the media. As a hypothetical example, at Sylvania, Parking Lot 12 could be the first media gathering place, unless the Health Technology building is the epicenter of the incident. Parking Lot 5 becomes the next likely place for the media to gather. And Parking Lot 8 could be the third option. This system would provide the maximum flexibility for incident command and first responders. The PIO will work with the Director of Public Safety and the Campus Presidents to identify these locations. PCC will, as noted earlier, will make reasonable effort to provide services (sanitary, power, etc.) to the media center)
- The balancing act in any incident is to weigh the media's legitimate need for accurate and consistent information against releasing information that could interfere with the successful culmination of the incident and the return to normal operating procedures. Consequently, all communications must be vetted through Incident Command , of which the PIO is part.

APPENDIX J
News Media Protocols

Frequently Asked Questions: News Media Issues

● **During a crisis, if a journalist contacts me, what should I do?**

If the Incident Command System is activated, you should refer the person to the Incident Command Public Information Officer

If a PCC Crisis Management Team has been formed (but not the Incident Command System), you should refer the person to the Communications Office.

● **What do I do if I have the media in my office demanding answers?**

Journalists understand and respect an answer such as, “I don’t have that information for you yet. We’re working right now to get you the most accurate and up-to-date information we can.” That’s better than a “no comment.” After you’ve explained that you don’t have the information, direct them to the public affairs office.

We all want to be helpful, but please do not conjecture as to facts.

● **During a major crisis, what if I have information to share with the Command Center?**

Call the Public Relations Manager, whose role is to gather information to share with the Command Center.

● **How will I know if there’s a crisis?**

Information and updates will be provided via a number of channels as listed earlier.

APPENDIX K
Critical Phone Numbers

PCC Emergency Dispatch:	4444 (on-campus) 971-722-4444 (off-campus)
Northwest Natural Gas	800-882-3377
Portland General Electric	800-544-1795
Pacific Power and Light	877-548-3768
Clean Water Services (Rock Creek and Willow Creek water emergencies)	503-681-3600
City of Portland Water Bureau (Portland water emergencies)	503-823-4874
Oregon DEQ (Oregon Emergency Response System)	800-452-0311
Oregon Poison Center	800-452-7165
PCC Phone Bridge	(888) 557-8511 Access Code: 9753023 Host Password: 673259 (for Crisis Manager/designee)

APPENDIX L

Delayed Opening and “Restart”

- It may be necessary to delay the opening of the entire College or an individual site for many different reasons
- A decision to delay an opening (rather than remain closed for the entire day) should be made only if there is near certainty that the College or site will in fact be safe to open at the time specified.

PCC Shuttle and Instructional Restart in Event of Delayed Opening

- In the event of a delayed opening, or a mid-day re-opening, the following are standard media messages to be used to reflect our intended practice (as approved by the President’s Cabinet April 2008). **These templates are approved for release when the blanks are filled in if there is no departure from the template text.**

“The College (or Campus or Center) will open at _____ AM/PM. All classes/activities starting before _____ AM/PM are cancelled. Gates will open at _____ AM/PM. PCC shuttles will resume their regular published schedules at _____ AM/PM”

APPENDIX M

On-Site Emergency Alert System (Mass Notification System)

Description and Use:

This system is designed to broadcast an alert tone and hazard specific voice message(s) using speaker/strobe devices inside all campus buildings and voice messages to the outside areas of campuses using high powered speaker arrays (HPSA).

Certain alarms (e.g., fire) are activated automatically by installed sensors. Voice messages in some cases are pre-programmed to be sent based on sensor detection, and in other cases are activated by Public Safety. Messages activated by Public Safety may be either pre-recorded or developed for a specific situation. “All Clear” messages are activated by Public Safety.

In situations where there is an armed subject(s) or other threat on or near a campus that requires all campus buildings be locked down, the system will broadcast a unique alert tone indicating those inside of buildings to “seek safe haven” and follow the instructions broadcast in the voice message. An “All Clear” message will be broadcast when it is safe to resume normal activity.

This system is integrated with the Building Fire System and is used to evacuate buildings when the Fire Alarm System is activated. The Fire Alarm broadcasts an industry standard “temporal three” alert tone followed by audible message instructing occupants to exit the building, until deemed safe to reenter by Public Safety or the Fire Department. This system will be used to notify students, staff and visitors who are on campus when an event occurs. Emergency messages or notifications can be broadcast using pre-recorded hazard specific messages or “live” messages and updates using a microphone.

Authorized Users: Public Safety Officers and Dispatchers

Department Responsible for Maintenance: Public Safety

APPENDIX N

Process and Responsibilities for Notifying PCC Shuttle Fleet Drivers and Passengers

For Passengers and Potential Passengers (students and staff)

The Transportation and Parking Manager (or the Transportation Coordinator as the alternate) will:

1. Update the shuttle tracking system as to changes in the “PCC transportation system outlook” (<http://shuttle.pcc.edu/default.aspx>)
(Note: those who have iPhones/iPads or Android phones/tablets can download an app. To their devices and get the update there)
2. Send out a Twitter message to all subscribers;
3. Update the “shuttle hotline” at 971-722-8811, where we record various messages concerning shuttle service.

For shuttle system drivers:

The Transportation and Parking Manager (or the Transportation Coordinator as the alternate) will:

1. Call all or the impacted (as the situation warrants) shuttle drivers about the situation and/or needed changes, using department-issued cell phones with hands free/push to talk capability. (The hands free feature needs to be used during operational hours whenever the drivers are in control of a vehicle).