Emergency Preparedness
Crisis Prevention and Management Plan

- Crisis Prevention and Management Plan
- Business Continuity Plan
- Emergency Operations Plan
- Emergency Preparedness
Crisis Prevention, Mitigation and Management

► **Purpose**

The Purpose of this plan is to:
- identify key ways in which Portland Community College seeks to minimize the chances that “negative events” will occur that impede the College’s ability to meet its mission of serving students and District residents. These ways typically are procedures, guidelines, and processes that shape ongoing operations.
- provide guidelines and plans for how, if they occur, negative events are handled.
- provide assessment criteria and incident management for decision-making concerning certain types of key events, on both site-specific and District-wide scales.

► **What is a Crisis?**

A crisis is an issue or event that triggers, or could trigger, negative stakeholder reactions that could impact PCC’s reputation, financial stability or ability to carry out its mission.

If we have learned one thing concerning negative events (“crises”), it is that no two events are ever the same. Time of day may be different; the site and scope may be different; the same event at two different campuses may not call for the same response, because of differences in physical layout, or campus schedules, or campus infrastructure or staffing.

Crisis prevention and mitigation encompasses a very wide range of possible situations and events. Obvious crises are those things that prevent us from fulfilling our mission of providing education to students, such as fire, earthquake, or bad weather.

Less obvious, but certainly crises, are those situations in which the College may continue to operate but where students and/or staff are negatively impacted. Examples could be an accident on a field trip or service learning experience, an accident involving a PCC shuttle, or illness stemming from food served at a PCC event.

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.

Other crises can take the form of random negative acts. These are acts that consciously prevent the institution from accomplishing its mission. Such crises might be random unwarranted fire alarms, bomb threats, or threats of physical violence.
Scope

The scope of this plan and guidelines is for 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 of such 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” that exist to the scope of this plan that must be acknowledged up front:

- the situation may dictate that law enforcement or fire 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.

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 that the risk of bad occurrences is minimized. 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.
**Organizational Assumptions**

The organization of the District President’s staff is in transition at this writing. 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:

District President – Dr. Preston Pulliams  
Vice President, Academic and Student Affairs – Dr. Christine Chairsell  
District Vice President – Randy McEwen  
Vice President, Finance – Wing-Kit Chung  
Associate Vice President, Technology – Leslie Riester

Sylvania Campus President – Dr. Linda Gerber  
Rock Creek Campus President – Dr. Katherine Persson  
Cascade Campus President – Dr. Algie Gatewood  
Southeast Campus/Extended Learning Campus President – Dr. Nan Poppe

Director, Institutional Advancement – Kristin Watkins  
Manager, Public Affairs – Dana Haynes  
Public Affairs Writer – James Hill

Director, Public Safety – Ken Goodwin  
Director, Physical Plant – Steve Sivage
Formation of Crisis Team

The nature of the crisis/event will determine whether a crisis team is established, and its membership.

In the event of a District-wide crisis:

- Representatives are likely to include the President’s direct reports (“Cabinet”) including the President’s Assistant and Board Assistant.
- Depending on the circumstances, consideration will be given to include:
  - Manager, Public Affairs
  - Director, Physical Plant
  - Director, Public Safety

- The crisis team may determine if there is a need to start the Incident Command/Emergency Management process, and if so, where. Some events may be of such magnitude or suddenness that the immediate decision to start the Emergency Operations Center process is obvious. In the event that an Emergency Operations Center is established, the members of the crisis team who are executive officers will comprise the EOC’s Executive Policy group.

- In most cases the crisis 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 team by voice or electronic means.

- The preferred alternate site for crisis team operation is Rock Creek (due to its capability as the District’s alternate Emergency Operations Center).
Designation of Responsibilities

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.

The District Vice President is the President’s designee as Crisis Manager at the inception of the situation of concern. This delegation may change as the facts related to the situation unfold. Responsibilities of the crisis manager include:
- Forming a crisis management team of needed capabilities
- Providing direction for initial college response to the situation, consulting with other executive staff as possible
- Ensuring appropriate initial communications regarding the situation and PCC’s response to it, to internal and external constituencies.
- Communicating with the District President and (if directed by the District President) the Board of Directors of the College
- Directing if appropriate the establishment of an Emergency Operations Center and Incident Command structure for dealing with the situation.
  o If the Incident Command structure is implemented, the crisis management team formed here will disband as members of that team will need to participate in the Incident Command response.
- In the event the Incident Command structure is established, the District VP will lead the executive policy group as outlined in PCC’s Emergency Operations Plan.

Succession Order as Crisis Manager:
1. Vice President, Finance
2. Vice President, Academic and Student Affairs
3. Associate Vice President, Technology
4. Director, Physical Plant

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

The Crisis Manager has the authority to fulfill the following duties and responsibilities:
- determining the operating schedule of District facilities (do we close? do we close and evacuate? do we close and shelter in place?) in consultation where possible with relevant stakeholders
- ensuring that appropriate message(s) are formed for internal and external stakeholders
- advising the District President of the situation and decisions, and other decisions/actions as may be directed by the District President
- deciding to establish the Emergency Operations Center (EOC) and Incident Command process for longer-term handling of the event.
**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: 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 3: Communication
- communication of problem and initial decisions

Step 4: Action
- implement initial decisions

Step 5: Assess/Check
- revise/modify approach as warranted by the current 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.
Process for Decision-Making and Communications Internally

Notification of Event:
1. Typically, initial notification or discovery comes to or is made by Public Safety or Physical Plant employees.

Assessment:
1. Typically, the Public Safety and Physical Plant directors are contacted
2. They trade information, make initial assessments, and one calls the District VP.
3. An initial discussion takes places on how PCC should respond

Collaboration:
1. Typically the District VP then will consult with the Campus President(s) of the impacted campus or campuses.
2. If time permits, discussion then takes place concerning the initial recommendation
3. The District VP attempts to get a consensus of the executive group, and then communicates that to: (in order)
   a. The directors of Public Safety and Physical Plant, with agreement as to what the message will be and who will post it to FlashNews
   b. The cabinet
      i. The first calls are to the Campus President(s) of the impacted campuses
      ii. The later calls are made to other cabinet members
4. It occasionally occurs (rarely, but it happens) that a decision is made unilaterally by the District VP based on an initial report of the facts where the conclusion is obvious.

“Broadcast”
1. Once made, the PCC message is posted on FlashNews.net
   a. By Public Safety or Physical Plant Director, or by District VP (depending on who’s near a computer)
   b. For those who subscribe (students or staff), this message is pushed to individual e-mails
   c. Portland media pick up the notice from FlashNews
2. Telephone Services is contacted, to have the switchboard message changed
3. Web Services and/or Public Affairs/Marketing is contacted to have the message placed on MyPCC and pcc.edu
4. Each Executive Officer is to have a phone tree process for making notifications of closures or other events to employees in their groups.
5. Where possible the notification is also placed on PCC e-mail via Announce
Media Relations and Guidelines (see also Annex I)

In the event of a crisis, media inquiries must be directed to the Manager of Public Affairs (primary) or the Director, Institutional Advancement (alternate).

To the maximum extent possible, there should be only one PCC voice with the media.

In the event that the Emergency Operations Center has been created, that structure will manage communications with the media. For events involving multiple agencies, a Joint Information Center may be established that would manage media relations. If so, PCC’s Manager, Public Affairs will likely be PCC’s representative to such a Center.

It may be that College executive officers or other appropriate staff members are asked to provide information to the media. While it is desired that the Manager, Public Affairs, work with the media, other PCC staff members may need to do so.

Regardless of who interfaces with the media:
- 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 a “command center”)
- Consider designating a staging area for media trucks if they are likely (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 until law enforcement agencies have confirmed that next of kin have been notified.

Communications To Media

We will communicate with the media in the following ways:
1. By publishing closure or “emergency event” notifications on FlashNews.net
   a. Password-protected site
   b. (Currently) VP Admin/Finance and Directors of Public Safety and Physical Plant have access.
   c. It is ESSENTIAL that the initial posted message be brief, define what will happen for what duration.
   d. 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.
2. News releases
   a. As drafted by the Manager, Public Affairs (primary) or Director, Institutional Advancement (alternate)
3. Interviews/Media Conferences
   a. Set up and hosted by Manager Public Affairs (primary) or Director, Institutional Advancement (alternate)

Regardless of the method/venue, it is imperative that the messages be:
- Consistent (down to the precise wording)
- As timely as possible
Communication To Students and Staff

We will communicate with students and staff in the following ways:

1. By publishing “emergency event” notifications on FlashNews.net
   a. Password-protected site
   b. (Currently) District VP and Directors of Public Safety and Physical Plant have access.
   c. It is ESSENTIAL that the initial posted message be brief, define what will happen for what duration.
   d. 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.

2. By publishing “emergency event” notifications on FlashAlert.net
   a. This is a no-cost subscription service which sends the message posted on FlashNews.net to subscribers via e-mail and text message.

3. By Broadcast Voice-Mail
   a. Executive officers to set up for their organizations.
   b. Pre-defined list of building coordinators and floor monitors.
   c. List is pre-defined but the message is not.

4. By organization-based “mass e-mail”
   a. The campus-based master e-mail lists.

5. By fire alarm in the case of fire:
   a. If sounded, building occupants need to proceed to the nearest Safe Assembly area.
   b. A fire alarm is a signal to evacuate a building, NOT a signal to close a site.

6. By sounding a campus-wide Alert tone
   a. New interim system to be installed by Fall Term 2007.
   b. To include Alert alarm tone different from Fire alarm.
   c. “Alert” means “find safe haven”
   d. “Alert” means campus entrances will be closed to incoming traffic.
   e. “Alert” means that all available PCC staff should secure doors where possible.

7. By Campus Executive, campus leadership team, Building Emergency Coordinators, and/or Floor Monitors
   a. Depending on the type of emergency, this communication may be by personal “word of mouth”, by phone call, or by cellular phone, or other devices that may be available.
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 large-scale 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 the early-stage occurrence of a major crisis that impacts the College either directly or indirectly. This plan is focused on managing the event while it is in its “emergency” stage where the primary focus is on life safety issues.
Closure, Evacuation, and “Shelter In Place” considerations

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 “shelter in place” are very situation-specific

Decisions about “whole District” or “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.

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”
Closure, Evacuation, and “Shelter In Place” considerations

**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 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 will 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?

**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
ANNEX B
Site-Specific Evacuation considerations

PCC may have to manage the 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. It is also unlikely that, in the event of an evacuation, enough outside law enforcement officers can be brought to bear quickly enough.

If a decision is made to evacuate a campus while students/staff are present, local law enforcement should 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
   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. Traffic out on Lesser Road should be directed to turn right in order to move vehicles out as rapidly as possible.
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.
   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 in order to maximize the outflow.
   d. Traffic at Springville should be directed to the right onto Springville until that is full. Then traffic should be stopped on Springville both ways to allow all traffic to turn left.
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.

Evacuating Cascade:
1. As a 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.

Evacuating Southeast:
1. Both 82nd and Division are very high traffic areas, and it is not advisable for PCC staff to attempt to stop/direct traffic on those streets.
2. Traffic at each exit should be directed to turn right, to maximize flow.
PCC will have two alarms: 1. **FIRE**  
2. **ALERT**

They are distinctly different tones

**Fire Alarm Systems:**
- Typical wall-mounted pull stations, strobe lights, and audible alarms
- Any building occupant can activate
- Automatically summons the local fire department

**What Needs to Happen when a Fire Alarm sounds:**
- A fire alarm will typically be activated in only a single building. A fire alarm 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 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.
ANNEX C
Response to Alarms (page 2)

Alert Alarm Systems

End-State Vision (complete Winter 2007 ?)
- PCC is in the process of acquiring a comprehensive campus-wide alert system
- Will have secure and remote activation capability
- Will have voice message capability
- Will alert both inside and outside campus buildings
- Depending on funding and vendor capability, Winter 2007 completion may be possible

Interim Approach
- Will install numerous telephone signal-activated alert alarms
- Activated by dialing a pre-assigned phone number; campus leaders or Public Safety will be able to activate.
- Will sound inside and outside buildings

If an Alert Tone sounds:
1. Campus leaders are to execute “internal to campus” calldown procedures to call by phone all areas of the campus
2. All people on campus need to take the nearest available shelter
   a. This may be the nearest building
   b. This may be “ducking down between cars” in the parking lot
   c. The objective is to have no people visible
3. Building coordinators, floor monitors, custodians, public safety officers, and maintenance employees are to fan-out and lock building doors, and encourage people to take shelter
   a. Areas with roll-up doors/truck doors are to close those doors
4. Doors that cannot be locked should be barricaded if the emergency involves a potential “active shooter”
5. One of two things will occur to come out of an Alert status:
   a. A controlled evacuation, or
   b. An “all clear”
   c. The direction for either will come from Building Coordinators and Public Safety officers
   d. (Upon completion of the permanent alert system, the direction will also come via the audio (loudspeaker) capability)
ANNEX 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 team.

- 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 scene if needed.
  - If at all possible, a PCC representative from the department 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 is permitted under FERPA in emergency situations.
    - This person will not make treatment decisions
  - If an accident or suspected criminal activity is involved, secure the scene by closing the door, warning people away, etc. 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 District President should make the notification in person to the next of kin.
  - Determine from authorities if Oregon OSHA needs to be notified, and if PCC should do that.

- 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 should call on the family in person to offer condolences or assistance. In the case of death, the District President should participate in the call.
    - 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 that PCC staff will be called upon to make death notifications. Typically, medical or law authorities do this.
  - PCC may be asked to provide next of kin information, which is permissible under FERPA in emergency situations.
ANNEX E
Weather-related Concerns

1. The most likely weather threat is snow or ice storms.
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 (1-2 hours away). 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.
ANNEX 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 of local law enforcement agencies.

Key questions to answer to establish credibility of a threat:
   1. The threat contain 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)
   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
   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 or evacuate or shelter in place
      a. keeping in mind that evacuation done quickly may result in 1) bedlam and chaos; 2) congregations of persons that are ready mass targets for the threat-maker.
   2. The site response will be to:
      a. “Alert” the campus, resulting in students/staff taking safe shelter
      b. Evacuate in a controlled manner
ANNEX 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 against PCC policy.
- 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
ANNEX 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.

Each Executive Officer may consider creating broadcast voice mail distribution lists that include key staff members within their organization, which could include:
- Building Emergency Coordinators and Floor Monitors
- Key instructional positions
- Key student services positions
- Key campus or program or functional support positions
The following protocols are to be implemented in the event of a small-scale emergency, or a medium- to large-scale incident, at any of the PCC campuses. The goals of these protocols are to establish the following: What is the message, who crafts it, and how is it delivered.

“Medium- to large-scale” incidents
For example: an active shooter, earthquake and major structure fire.

- The decision will be made whether to activate the college’s Incident Command Center.
- The Public Affairs Manager will be designated the Public Information Officer. In his absence, this assignment will fall to the Director of Institutional Advancement or the Public Affairs Writer.
- The Public Information Officer 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 Public Information Officer’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 Public Information Officer 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 Public Information Officer will make the media aware of where to gather.
- If the event is happening at a campus other than Sylvania, the Public Information Officer will remain at the Sylvania Campus 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. The Public Information Officer will continue to craft all out-going 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 Public Information Officer will shift to that location.
ANNEX I
Media Protocols in a Crisis Situation (page 2)

○ If a decision is made to close a campus, media will not be allowed on site. If the campus remains open, the Public Information Officer 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 Public Affairs department will work with the Director of Public Safety and the Campus Presidents to identify these locations.

○ 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 and the Public Information Officer.
ANNEX I
Media Protocols in a Crisis Situation (page 3)

“Small-scale” emergency
For example: a bomb threat or random, non-specific threat

○ The Incident Command System probably will not be activated.

○ All external communications will be crafted by the Public Affairs department.

○ In crafting that message, Public Affairs will work hand-in-hand with the offices of the District Vice President, the Director of Public Safety and the Director of Physical Plant. Depending on the nature of the incident, other offices, such as the Vice President for Academic and Student Affairs, as well as Campus Presidents, will be consulted.

○ Once the appropriate offices have helped craft the essential elements of the message, it will be up to Public Affairs to get the word out. That includes contacting media and serving as the spokesperson throughout the length of the crisis.

○ Public Affairs will have the responsibility of communicating directly with the media.
Frequently Asked Questions Concerning Media Matters

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

Refer all such requests to Dana Haynes, Public Affairs Manager, at work, (503) 977-4421 or via cell phone at (971) 344-0190. In his absence, contact James Hill at (503) 977-4376 or Kristin Watkins at work, (503) 977-4696, or via cell, (503) 381-8231. You also can give them our e-mail addresses.

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.

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

Call Dana, James or Kristin at the above numbers. It’s their job to gather information to share with the Command Center.

How will I know if there’s a crisis?

Note the material earlier in this plan describing how we will communicate with students and staff.

Information will be posted at www.pcc.edu, and on MyPCC. The media will be contacted as well.

How about when there is no crisis? Can I speak to the media any other time?

In the event of a news or feature story about a program you are actively involved in – absolutely. The more voices talking about the good things happening at PCC, the better. But we appreciate it if you let us know you’re going to be interviewed. That way we can coordinate the flow of information.

In the event of a hard news story, or a story that could have a negative impact on the college, please have all media contact the Public Affairs office.
APPENDIX A

Critical External Phone Numbers

Northwest Natural Gas    1-800-882-3377

Portland General Electric    1-800-544-1795

Pacific Power and Light    1-877-548-3768

Clean Water Services    1-503-681-3600
                        (Rock Creek and WCWTC water emergencies)

City of Portland Water Department    1-503-823-4874
                        (Portland water emergencies)

Oregon DEQ    1-800-452-0311
                        (Oregon Emergency Response System)

Oregon Poison Center    1-800-452-7165
APPENDIX B

Campus Emergency Maps

(on following pages)
PCC Emergency Map
Portland Metropolitan
Workforce Training Center
5800 NE 42nd Avenue
Portland, Oregon
August 31, 2007

LEGEND

SPELVAC
SANITIZED AREA
NOTES (See note legend for notes)
EMERGENCY PHONE
ELECTRICAL MTR
WATER BIBBLE
FIRE DEPARTMENT CONNECTION
FIRE HYDRANT

NE 42ND AVE

BUILDING 1

BUILDING 2

NE KILLINGSWORTH ST

APPROX SCALE 1"=50'

NOTES LEGEND

1. Spill kit located in building 1 Elevator Room, level 1.