Kirkwood
COMMUNITY COLLEGE

EMERGENCY OPERATIONS PLAN

2023 – '24 Basic Plan

Kirkwood Emergency Management

Promulgation Statement

Kirkwood Community College is committed to the safety and security of students, faculty, staff, and visitors on its campuses. In order to support that commitment, college staff have conducted a thorough review of the emergency mitigation, prevention, preparedness, response, and recovery procedures relevant to natural and man-made emergencies and disasters.

The Emergency Operations Plan (EOP) that follows is the official procedure of Kirkwood Community College. It is a result of a comprehensive review and update of school policies and procedures. We commit this institution's resources to the ongoing training, exercise, and maintenance required by this plan and its supporting documents.

This plan is a blueprint that relies on the commitment and expertise of individuals within and outside the college community. Furthermore, clear communication with emergency management officials and ongoing monitoring of emergency management practices and advisories is essential.

The approval of this plan provides clear delegation of authority for the emergency management staff, as defined by the National Incident Management System, to conduct operations during events and incidents when activated.

Dr. Kristie Fisher
President
Kirkwood Community College

Approval and Implementation

Kirkwood Community College Emergency Operations Plan

This Emergency Operations Plan (EOP) is hereby approved for the Kirkwood Community College campuses. This plan shall apply to all college campus personnel participating in mitigation, preparedness, response, and recovery efforts. Furthermore, the EOP may be applied to any college region sponsored events, whether on or off campus, and all public or private college-sanctioned activities. This plan is effective immediately and supersedes all previous editions.

Approved:

Kristie Fisher
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Dr. Kristie Fisher
President, Kirkwood Community College

April 1, 2024
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Date

Record of Changes

CHANGE NUMBER	DATE OF CHANGE	CHANGE ENTERED BY	DATE ENTERED

Contents

Authority

This Emergency Operations Plan (EOP) is established and authorized by the president and chief executive officer of Kirkwood Community College, hereinafter referred to as "college," through the authority of the elected Board of Trustees. Emergency management plans and operations derive their creation and implementation authority through local policy, state law, and federal law. The functional positions within this plan are authorized to perform their duties through the policies and laws in this section and are described further in the sections Organization and Assignment of Responsibilities; Direction, Control, and Coordination; and/or this plan's supporting documents.

Local

1. Board of Trustees College Policy, Kirkwood Community College (Safety Program – Emergency Plans and Alerts)

2. Board of Trustees College Policy, Kirkwood Community College (Safety Program)

3. Interlocal Agreements, Memorandums of Understanding, and Contracts

State

1. Emergency Management and Security, Iowa Code Chapter 29C

Federal

1. Jeanne Cleary Act, 34 C.F.R. 668.46

2. Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121

3. Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116

4. Emergency Management and Assistance, 44 CFR

5. Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120

6. Homeland Security Act of 2002

7. Homeland Security; Presidential Policy Directive. PPD-8, National Preparedness

8. Homeland Security; Presidential Directive, HSPD-5, Management of Domestic Incidents

9. Homeland Security; Presidential Directive, HSPD-3, Homeland Security Advisory System

10. National Incident Management System

11. National Response Plan

12. National Strategy for Homeland Security, July 2002

13. Nuclear/Radiological Incident Annex of the National Response Plan

Purpose, Scope, Situation, and Assumptions

Purpose

The purpose of this plan is to outline the college's approach to all-hazard emergency operations. It represents a series of best practice guidelines and general guidance for emergency management activities and an overview of the college's methods of prevention, mitigation, preparedness, response, and recovery.

The plan describes the college's emergency response organization and assigns responsibilities for various emergency tasks. The plan and its corresponding annexes provide the framework for responding to major emergencies that threaten the health and safety of the college community or seriously disrupt programs and operations.

The college has developed this plan in order to promote a secure and resilient collegiate environment with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from hazards facing the community.

In any emergency situation, the overriding goals at Kirkwood Community College are to:

· Protect life
· Secure college infrastructure and facilities
· Resume instruction and all academic programs

Scope

This Emergency Operations Plan (EOP) applies to the Kirkwood Community College regions. It may be implemented across all college properties, owned or leased, in all counties in which the college operates, and for all activities in which the college participates during an emergency situation.

The emergency situations in which this plan applies consist of a broad range of incidents that include, but are not limited to:

· Bomb Threats/Detonations
· Civil Disturbances
· Epidemic/Infectious Disease
· Violent Intruders
  (To Include Active Shooter)
· Fires and Explosions
· Hazardous Materials Releases

· Hazardous Weather
· Mass Casualty Events
· Search-and-Rescue Incidents
· Study Abroad Incidents
· Terrorism
· Transportation Accidents

Situation Overview and Geography

Kirkwood is a publicly supported college that serves Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington counties in eastern Iowa. Kirkwood operates under the regulations of the Iowa Department of Education and is governed by a publicly elected, nine-member Board of Trustees.

Cedar Rapids Main Campus: Kirkwood Community College's Main Campus is located in Cedar Rapids, Iowa, a metropolitan area of approximately 150,000 residents. The Main Campus location features 1.85 million square feet of learning space, a working 635-acre farm, and one of the only full-service teaching hotels in the country.

Center and County Locations: In addition to the Main Campus in Cedar Rapids, Kirkwood has locations in Benton, Iowa, Johnson, Jones, Linn, and Washington counties. Kirkwood centers offer college credit courses, continuing education classes, and high school completion programs to students of all ages.

Population Characteristics

The college population of students and staff is approximately 15,000 persons, as indicated in the 2021 – '22 Kirkwood Community College enrollment. Kirkwood Community College has no resident housing. The college has a commuter student population and large adjunct faculty population, resulting in significant travel that occurs between multiple locations. College properties lie in both urban and rural areas with varying emergency response capabilities.

Capability Assessment

The college operates its own public safety department to include non-sworn security officers on the Main Campus. The college does not operate its own emergency medical or fire response agency. College leadership has the capability of utilizing this plan for maintaining continuity and coordinating recovery efforts. For any medical emergency, fire emergency, or police emergency of a large scale, outside resources will be required. Established memorandums of understanding, agreements, contracts, and cooperative working relationships with outside agencies, as well as emergency response training provided to the faculty, staff, and students, build campus response capability.

Mitigation Overview

The Hazard Mitigation Plan, as outlined in the Hazard Mitigation Annex, has developed goals, objectives, and courses of action to mitigate the effects of those threat and hazard events identified as having the highest prevalence and/or potential impact. Mitigation actions for the college include multiple and diverse efforts related to preventive measures, property protection measures, natural resource protection, emergency services measures, structural projects, and public information and education activities.

Hazard Summary

The college is exposed to many hazards, all of which have the potential for disrupting the community, causing casualties, and damaging or destroying public or private property. A table of the major hazards is provided in Table 1.

Hazard Summary

Hazard Summary Table 1
*Based on historical events, observations in current time, and institutional knowledge

Hazard Type	Likelihood of Occurrence*	Estimated Impact on Public Health & Safety	Estimated Impact on Property	Rating
Rating Scale	Unlikely (1) Somewhat Likely (2) Very Likely (3)	Limited (1) Moderate (2) Major (3)	Limited (1) Moderate (2) Major (3)	Total Number
Fire Emergencies				
Minor Fire	3	1	1	5
Major Fire	2	2	2	6
Explosion	1	3	3	7
Medical Emergencies				
Death and/or Accidental Death	2	1	1	4
Injury	3	1	1	5
Food Poisoning	1	1	1	3
Mass Casualties	1	3	2	6
Communicable Disease Exposure and/or Outbreak	2	3	1	6
Suicide	2	1	1	4
Homicide	1	2	1	4
Hazardous Materials				
Hazardous Material Release	1	2	2	5
White Powder/Chem/ Bio/Rad/Spill Exposure	1	3	3	7
Radiation Exposure	1	1	1	3
Transportation Accidents				
Automobile Accident	3	2	2	7
Aircraft Accident	2	3	3	8
Pedestrian/Auto Collision	3	2	1	6
Bus Accident	2	2	1	5

Hazard Type	Likelihood of Occurrence*	Estimated Impact on Public Health & Safety	Estimated Impact on Property	Rating
Evacuation				
Planned Events	2	1	1	4
Evacuation	2	2	1	5
Shelter-in-Place	3	1	1	5
Weather Emergencies				
Flooding	1	1	2	4
Ice/Snow Storm	2	2	2	6
Tornado	3	3	3	9
Inclement Weather	3	3	3	9
Building Systems				
Telephone Failure	2	3	1	6
Campuswide Utility Failure	2	3	2	7
Limited Utility Failure	3	2	2	7
Campuswide IT Failure	2	3	2	7
Limited IT Failure	3	2	2	7
Structural Failure	1	3	3	7
Threat of Violence				
Bomb Threat	1	3	3	7
Campus Violence	1	2	1	4
Weapons on Campus	3	2	1	6
Vandalism	3	1	2	6
Hostage Situation	1	3	1	5
Terrorism				
National/State Level	2	3	3	8
Local Level	1	3	3	7
Interpersonal Emergencies	1	1	1	3
Sexual Assault	2	1	1	4
Stalking	2	1	1	4
Relationship Violence	3	1	1	5
Missing Student/Staff	2	1	1	4

Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the potential worst-case conditions. These assumptions indicate areas where adjustments to the plan have to be made ad hoc as any emergency or disaster evolves. This emergency operation plan assumes the following:

1. It is assumed that any emergency or disaster, individually or in combination with other emergencies, may cause a serious situation for the college. It is also assumed that these incidents will vary in size and intensity. For these reasons, planning efforts are made as general as possible so that great latitude is available in their application and when considering the potential for simultaneous occurrence of emergencies or disasters in multiple locations.

2. The college will continue to be exposed to and subject to the impact of those hazards described above as well as lesser hazards and others that may develop in the future.

3. It is possible for a major disaster to occur at any time and at any place. In many cases, dissemination of warning to the public and implementation of increased readiness measures may be possible. However, some emergency situations occur with little or no warning.

4. Outside assistance will be available in most emergency situations affecting the college. Since it often takes time to summon external assistance, it is essential to be prepared to carry out the initial emergency response on an independent basis to the best of the college's ability.

5. Proper mitigation actions, such as awareness and education, following disaster-resilient and code-conforming construction guidelines, flood plain management, and fire inspections, can prevent or reduce disaster-related losses.

6. Detailed emergency planning, training of emergency responders and other personnel, and conducting periodic emergency drills and exercises can improve our readiness to deal with emergency situations.

7. For the college, severe weather hazards pose the most probable threat of emergency conditions. As a result, the following planning assumptions were incorporated into this plan:

   a. Critical lifeline utilities may be interrupted, including water delivery, electrical power, natural gas, telephone communications, microwave and repeater-based radio systems, cellular telephones, and information technology systems.

   b. Regional and local services may not be available.

   c. Major roads, overpasses, bridges, and local streets may be damaged.

   d. Buildings and structures may be damaged.

   e. Damage may cause injuries and displacement of people in the community as well as displacement of those in near-campus housing.

   f. Normal suppliers may not be able to deliver materials.

   g. Contact with families and households of the college community may be interrupted.

   h. People may become stranded on campus, and conditions may be unsafe to travel off campus.

   i. Emergency conditions that affect campus will likely affect the surrounding community.

   j. The college may not receive outside assistance in rapid damage assessment and will need to conduct its own situation analysis and deployment of on-site resources and management of emergency operations on campus through the campus EOC while emergency conditions exist.

   k. Communication and exchange of information will be one of the highest priority operations for the campus EOC.

Concept of Operations

Objectives

The objectives of the college's emergency management program and this operations plan are to protect public health and safety and preserve public and private property. To achieve these objectives in a structured manner, this plan supports:

1. **Organization, which will:**
   a. Provide guidelines for the most critical functions during an emergency response.
   b. Provide an easy-to-follow format in which users can quickly determine their roles, responsibilities, and primary task.
   c. Link and coordinate processes, actions, and the exchange of critical information into an efficient and real-time overall response in which all entities have access to the emergency response process.
   d. Inclusion of the college's business continuity plans when applicable.

2. **Communications and Information Management, which will:**
   a. Serve as the central point of communications both for receipt and transmission of urgent information and messaging.
   b. Serve as the official point of contact for the college during emergencies when normal channels are interrupted.
   c. Provide 24-hour, comprehensive communications services for voice, data, and operational systems.
   d. Collect and collate all disaster information for notification, public information, documentation, and post-incident analysis.
   e. Provide a basis for training staff and organizations in emergency response management.

3. **Decision Making, which will serve as a reference for:**
   a. Determining the level of response and extent of emergency control and coordination that should be activated when incidents occur, through a clear decision-making process.

4. **Response Operations, which will provide for:**
   a. Utilizing college resources to implement a comprehensive and efficient emergency operations team.
   b. Continuously preparing a proactive emergency response guide for the possibilities and eventualities of emerging incidents.

5. **Recovery Operations, which will provide guidance for:**
   a. Transitioning response operations over to normal management processes as able.
   b. Supporting business continuity plans and processes, as needed, during recovery phases.
   c. Providing documentation and information support to the state and federal disaster assistance programs.

General

This section provides a clear methodology to realize goals and objectives for execution of the EOP. It describes general requirements and a sequence of response concepts employed by the college.

1. Kirkwood Community College will adopt and implement a multi-hazard emergency operations plan for use in the college's facilities. The plan will provide emergency management services and facilitate prevention, protection, mitigation, response, and recovery actions for presenting emergency or disaster situations.

2. It is the college's responsibility to protect public health and safety and to preserve property from the effects of hazardous events. The college has the primary role in identifying, mitigating, preparing for, responding to, and managing the recovery from hazards and emergency situations that affect the college community.

3. It is necessary for the campus community to prepare themselves to cope with emergency situations and manage their affairs and property in ways that will aid the college in managing emergencies. The college will assist the campus community in carrying out these responsibilities by providing training, public information, and instructions prior to and during emergency situations.

4. The college is responsible for organizing, training, and equipping public safety and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and establishing interlocal agreements or relationships for emergency services.

5. To achieve these general objectives, the college has organized an emergency management program that is both integrated (employs the resources of the college, local government, organized volunteer groups, and businesses) and comprehensive (addresses mitigation, prevention, preparedness, response, and recovery). This plan is one element of the preparedness activities.

6. This plan is based on an all-hazard approach to emergency planning. It addresses general functions that may need to be performed during any emergency situation and is not a collection of plans for specific types of incidents.

7. Positions, departments, and agencies tasked in this plan are expected to develop and keep current standard operating procedures that describe how emergency tasks will be performed. Departments and agencies are charged with ensuring the training and equipment necessary for an appropriate response are in place.

8. This plan is based upon the concept that the emergency functions that must be performed by many departments or agencies generally parallel some of their normal day-to-day functions. To the extent possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations. Because personnel and equipment resources are limited, some routine functions that do not contribute directly to the emergency may be suspended for the duration of an emergency. The personnel, equipment, and supplies that would normally be required for those functions will be redirected to accomplish emergency tasks.

9. The college has adopted the National Incident Management System (NIMS) in accordance with the president's Homeland Security Directive (HSPD)-5. The adoption of NIMS will provide a consistent approach to the effective management of situations involving natural or man-made disasters, or terrorism. NIMS allows for the integration of response activities using a set of standardized organizational structures designed to improve interoperability between all levels of government, private sector, and nongovernmental organizations.

10. This plan, in accordance with the National Response Framework (NRF), is an integral part of the national effort to prevent and reduce America's vulnerability to terrorism, major disasters, and other emergencies and to minimize the damage and recover from attacks, major disasters, and

other emergencies that occur. In the event of an Incident of national significance, as defined in HSPD-5, the college will integrate all operations with all levels of government, private sector, and nongovernmental organizations through the use of NRF coordinating structures, processes, and protocols.

Phases of Emergency Management

The college recognizes that most emergencies occur with little or no advance warning, requiring near-immediate activation of this plan and the commitment and deployment of all obligated resources and personnel. The coordination of this response is achieved through five emergency management phases. While not every emergency or disaster will require coordination through all phases, general response activities and emergency operations are accomplished through phase-specific objectives.

Prevention

Prevention focuses on preventing human hazards, primarily from potential natural disasters or terrorist (both physical and biological) attacks. Preventive measures are designed to provide more permanent protection from disasters; however, not all disasters can be prevented. The risk of loss of life and injury can be limited with good evacuation plans, environmental planning, and design standards.
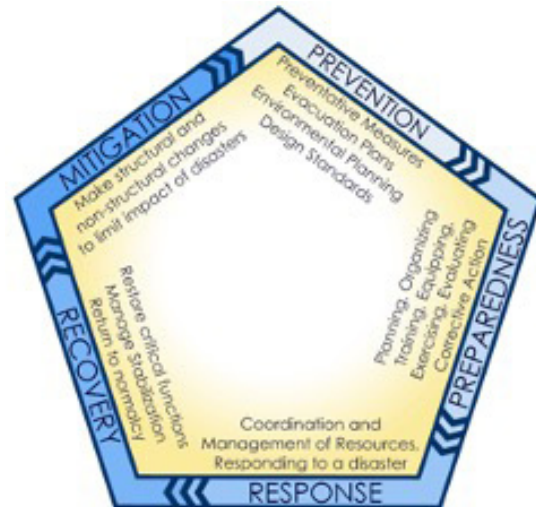
Preparedness

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Training and exercising plans is the cornerstone of preparedness, which focuses on readiness to respond to all-hazards incidents and emergencies. Preparedness activities also include:

- Emergency planning at the department and college levels.
- Providing emergency equipment.
- Conducting appropriate training for responders, college officials, and campus community members.
- Conducting periodic drills and exercises to test plans and training.
- Campus community information sharing, education, and outreach.
- College- and department-level policies and procedures.
- Creating and maintaining business continuity plans.

Response

Response is composed of the coordination and management of resources (including personnel, equipment, and supplies) utilizing the Incident Command System in an all-hazards approach, and measures taken for life/property/environmental safety. The response phase is a reaction to the occurrence of a catastrophic disaster or emergency. All response phase decisions are designed as protective measures and are made via execution of a decision process as outlined below:

- **Pre-impact Response Phase: Hazard Control and Assessment –** The college will act to perceive and assess the threat or hazard and begin to select control and mitigation strategies. Primary operational priorities may include the following:

- Dissemination of accurate and timely emergency information and warnings.
- Intelligence gathering and assessment of the evolving situation.
- Resource allocation and coordination.
- Incident access and control.

- **Impact Response Phase: Protective Action Implementation –** In this phase, the college will select protective action(s) appropriate to the evolving situation and deploy additional primary and support resources. Operational priorities may include the following:

  - Dissemination of accurate and timely emergency information and warnings.
  - Law enforcement action and scene security.
  - Emergency medical services (EMS), fire services, search and rescue, and hazmat.
  - Evacuation on small or large scales.
  - Public health interventions.
  - Determination of need for mutual aid.
  - Engaging business continuity plans for instruction and operations.

- **Assessment and Allocation of Short-Term Needs –** Short-term operational needs are determined and dependent upon actions and assessment during the impact response phase. These operations often transcend the response and recovery phases. Short-term needs may include the following:

  - Dissemination of accurate and timely emergency information and warnings.
  - Shelter operations.
  - Access and security adjustments.
  - Determination of need for (continued) mutual aid.

Recovery

Recovery consists of those activities that continue beyond the emergency period to restore critical community functions and begin to manage stabilization efforts. The recovery phase begins immediately after the threat to human life has subsided. The goal of the recovery phase is to bring the affected area back to some degree of normalcy. Recovery priorities may include the following:

- Continuity of instruction and operations activities.

- Physical restoration of essential services, facilities, and infrastructures.

- Establishing and implementing restoration priorities.

- Short-term operations seek to restore vital services to the college and provide for the basic needs of the campus community.

- Long-term recovery focuses on restoring the college to its normal operating state.

Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters and emergencies. Mitigation involves structural and non-structural measures taken to limit the impact of disasters and emergencies. Structural mitigation actions change the characteristics of buildings or the environment; examples include flood control projects, raising building elevations, and clearing areas around structures. Non-structural mitigation most often entails adopting or changing building codes.

Emergency Operations Center

The college does not currently operate a 24-hour dedicated emergency operations center (EOC). A stand-up multiuse EOC facility is available; however, for college use for any emergency or disaster. The availability of this EOC is also a requirement to comply with the **Hazardous Weather Support Annex Storm Ready Guideline #2 – Establish an Emergency Operations Center**.

The function of the EOC is to provide a centralized focus of authority and information to allow face-to-face coordination among personnel who must make decisions regarding priorities in the use of resources. Only minor-activation-level events allow for the use of a virtual emergency operations center (VEOC), by internet chat or video conference, at the discretion of the college emergency management director.

The college EOC must provide for:

- An operations area (to perform emergency response and management functions).
- A conference/media room (for meetings and press briefings).
- A call center room (for establishing an emergency information call center).
- A space that may be quickly secured (to prohibit unauthorized access).
- A location with redundant power (to continue operations in the event of power failure).
- A location with Internet and telephone access (to maintain communications, information gathering, and coordination functions).

The college EOC follows command and control concepts described in the NIMS to interface with ICS as it is utilized at the ICP. The EOC will activate when a hazard has or may present conditions of such magnitude that a large commitment of resources from numerous sources may be required over an extended period of time or other implementation of college command and control measures are needed.

The function of the EOC is to:

- Receive and disseminate warnings.
- Coordinate emergency operations between agencies and organizations.
- Develop policies and determine the state of emergency for elected officials.
- Collect intelligence from and disseminate information to the various EOC representatives, other jurisdictions, and state and federal agencies.
- Maintain current situational maps and information display boards.
- Prioritize response and the allocation of resources.
- Control and coordinate the operations and logistical support resources.
- Coordinate mutual aid.

Activation Levels

- **Level IV (Monitoring Activation)**. This level may be implemented whenever emergency management receives notice of an incident that may escalate to threaten the safety of the campus community. Personnel may partially staff the EOC or Virtual EOC (VEOC) to monitor conditions.

- **Level III (Event-Specific Limited Activation)**. This level may be implemented by the college emergency manager or his or her designee. This activation is in response to a hazards-specific event that requires response from the college or for utilizing the EOC to assist in coordination with planned events, such as Commencement ceremonies.

- **Level II (Limited Activation)**. This level may be implemented for a major event. Activation in these cases will increase the required staff in the EOC to effectively respond to the event.

- **Level I (Full Activation)**. This level builds upon Level II and may include representatives from affected municipalities as well as representatives from agencies that support the functional branches, including state and federal agencies.

Organization and Assignment of Responsibilities

General

Most departments within Kirkwood Community College have emergency functions in addition to their normal day-to-day duties. During emergency situations, normal organizational arrangements are modified to facilitate emergency operations. The emergency organization at Kirkwood Community College includes an Incident Management Policy Group and is made up of the college president, all vice presidents, public information officer, emergency manager, and facilities director. The organizational structure used in the college during emergencies originates from three sources: the Kirkwood Community College Emergency Operations Plan, NIMS, and accepted ICS structure. The organizational structure is configured this way to maximize compatibility with state and federal assets as well as incident commanders in the field. The response function format is compatible with state and federal organizational structures, but these functions are placed in the context of the ICS. Each function, branch, or unit may be scaled up or down to one or many positions depending on the size and scope of the incident.

Incident Management Policy Group

The incident management team provides guidance and direction for emergency management programs and for emergency response and recovery operations. The emergency management team for Kirkwood Community College includes the president's cabinet, public information officer, and emergency manager.

Functions of the policy group may include:

- Approving training and exercises that impact college operations.
- Creating and implementing policies and procedures relating to emergency management.
- Identifying funding for emergency management initiatives and response and recovery activities.
- Developing messaging to the campus community during response and recovery phases.
- Approving any memorandums of understandings or agreements with external organizations.

Emergency Services

Emergency services include the incident commander and those departments, agencies, and groups with primary emergency response action. The incident commander is the person in charge at an incident site. The group typically includes management personnel from Facilities and Public Safety.

Emergency Support Services

The group includes departments and agencies, both internal to Kirkwood and external, that support and sustain emergency responders and also coordinate emergency assistance provided by organized volunteer organizations, business and industry, and other sources.

Volunteer and Other Services

This group includes organized volunteer groups such as the college preparedness team and businesses that have agreed to provide certain support for emergency operation.

Emergency Operations Center Personnel

The following personnel, as assigned, may be employed to support the college's emergency management functions by staffing various positions within the Emergency Operations Center.

Emergency Management Director

The emergency management director (EMD) develops the emergency management program and serves as the key leader in planning, coordinating operations, and supporting mitigation efforts. The EMD is responsible for coordinating all components of the emergency management system that are within or interface with the college during emergency situations. These coordinated components consist of fire and police, emergency medical service, facilities, public works, various college departments, volunteers, and other groups contributing to the management of emergencies.

The EMD, by virtue of the authority of the president and chief executive:

- Coordinates activation of the EOC and supervises its operation as Emergency Operations Center manager.
- Provides overall direction of the activities of the college's departments while the EOP is in use.
- Implements the policies and decisions of the executive body relating to emergency management.
- Organizes the emergency management program and identifies personnel, equipment, and facility needs.
- Prepares and maintains this Emergency Operations Plan.
- Assigns emergency management program tasks to positions, departments, and agencies.
- Ensures that departments and agencies participate in emergency planning, training, and exercise activities.
- Coordinates the operational response of local emergency services.
- Evaluates incoming information and direct response efforts.
- Keeps the Policy Group and the EOC staff updated.
- Prioritizes emergency efforts taking place across the college when limited resources are available.
- Approves Incident Action Plans (IAPs) for each operational period.
- Delegates and designates responsibilities appropriate to the size and scope of the presenting emergency or disaster situation, including:
  - Serving as liaison with local, state, and federal agencies participating in response and recovery efforts.
  - Maintaining coordination with appropriate governmental, public, private, and nongovernmental enterprises to ensure their cooperative support in the event it is needed.
  - Ensuring necessary narrative and operation journals and essential records are maintained during emergencies and that appropriate information and reports are provided to higher, adjacent, and support jurisdictions.
  - Approving any activation and deployment of emergency response assets under the college's jurisdiction.

Public Information Officer

The public information officer (PIO) is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external audiences. The PIO may also perform a key public information-monitoring role. Whether the command

structure is single or unified; only one PIO should be designated per incident. Assistants may be assigned from other involved agencies, departments, or organizations.

The incident commander, unified command, or Emergency Operations Center manager, depending on the level of incident activation, must approve the release of all incident-related information. In large-scale incidents or where multiple command posts are established, the PIO should participate in or lead the Joint Information Center (JIC) in order to ensure consistency in the provision of information to the public.

The PIO may perform the following additional and specific responsibilities:

- Collects and distributes the most accurate and timely information regarding emergency events as approved by the EOC manager.

- Assumes responsibilities for public communications in the EOC and in designated JICs.

- Leads and/or collaborates in joint command emergencies (the primary responding agency will take the lead in releasing information).

- Establishes and maintains ground rules with the media and serves as the central clearinghouse for public communications and releases.

Safety Officer (EOC Level)

In any emergency situation, every position holds responsibilities in calling attention to unsafe situations. The safety officer position is dedicated to this effort and performs the following:

- Monitors incident operations at an EOC level and advises the EOC manager on pertinent life safety protective actions for the incident as a whole.

- Assumes responsibilities for safety of the EOC and directs EOC staff and other personnel as to appropriate actions in the event of an emergency at the EOC location.

Liaison Officer (EOC Level)

The liaison officer is a position that may be staffed as an accessory to the EOC at the discretion of the EOC manager or his or her designee. This position may serve appropriate function in incidents when the college EOC must interface with other operations centers as the scale of the incident grows to a large area or regional event. Responsibilities of this position may include the following:

- Obtain cooperating- and assisting-agency information.

- Contact and brief assisting-/cooperating-agency representatives and mutual-aid cooperators.

- Communicate with agency representatives concerning resources and capabilities and restrictions on use, and provide this information at planning meetings.

- Work with the PIO and the EOC manager to coordinate media releases associated with intergovernmental cooperation issues.

Intelligence Officer

The intelligence officer is a position that may be staffed as an accessory to the EOC at the discretion of the EOC Manager or his or her designee. This position may serve appropriate function in incidents requiring handling of information that is sensitive or otherwise critical to the end objectives of response and recovery efforts. Responsibilities of this position may include the following:

- Ensures compliance with FERPA and student information.

- Coordinates collection and handling of intelligence.

- Analyzes and shares with the EOC manager intelligence related to the college, city, county, state, and national security; classified information; or other operational information such as risk assessments, medical intelligence, and surveillance.

- Develops and manages information-related security plans and operations.
- Protects sensitive information of all types and ensures its transfer only to those who need to access it and maintain proper clearance.

EOC General Staff

The EOC general staff make up and direct the majority of EOC staffing and operations. In addition to the responsibilities outlined below, each section will interface with ESF, support, or hazard-specific annexes to the functions outlined in this EOP. The EOC general staff is composed of chiefs responsible for the four strategic sections: The Operations Section chief, the Planning Section chief, the Logistics Section chief, and the Finance and Administration Section chief.

Operations Section Chief

The Operations Section chief coordinates incident operations at the college level with support from and in cooperation with the other section chiefs and the EOC manager. This position will be designated by the EOC manager based on the type of hazard and which organization is best suited to guide the efforts of field personnel. The Section Chief may change following the transition from response to recovery efforts.

Since the types of necessary expertise vary in an all-hazards environment, it is prudent to remain flexible. The following functional branches comprise the Operations Section. In addition, each functional branch provides a representative to the EOC, as requested, to facilitate coordination of the unique responsibilities of each branch and to support the overall mission and actions of the Operations Section and subsequently the college EOC.

Logistics Section Chief

The Logistics Section chief is responsible for providing the Operations Section with the equipment and resources it needs to complete its objectives and for coordinating with the Planning Section to provide resources for future emergency operations. This position will be designated by the EOC manager based on the type of hazard and which organization is best suited to guide the efforts of section personnel.

The Logistics Section chief coordinates the activities of the following functional branches. In addition, each functional branch provides a representative to the EOC, as requested, to facilitate coordination of the unique responsibilities of each branch and to support the overall mission and actions of the Logistics Section and the college EOC.
- **Communications Branch**
  - Supports and provides all required telecommunications, radio support, and phone bank operations for disaster incidents.
- **General Services and Engineering Branch**
  - Coordinates repair of facilities and utilities, support services, fleet management, emergency debris clearance, debris management, and long-term sheltering requirements.
- **Ground Support Branch**
  - Coordinates storage, staging, and maintenance of resources acquired, procured, and/or donated in support of emergency response and disaster recovery operations.
- **Volunteer and Donations Coordination Branch**
  - Coordinates receiving and tracking of donations offered in support of emergency response and disaster recovery operations.
  - Establishes volunteer staging and facilitates volunteer training and assignment to emergency response operations as required.

Finance and Administration Section Chief

The Finance and Administration Section chief oversees activities related to procurement, invoicing, projection of disaster-related costs, and documentation of costs and expenditures, including man-hours and overtime. This position will be designated by the EOC manager based on the type of hazard and which organization is best suited to guide the efforts of section personnel.

The Finance and Administration Section chief works closely with other EOC section chiefs and the functional branch lead agencies to ensure proper documentation of disaster-related expenses and cost projections as needed. This includes expenses related to volunteers assisting in response and recovery.

The Finance and Administration Section chief coordinates the activities of the following Finance and Administration Section functions. In addition, each function provides a representative to the EOC, as requested, to facilitate coordination of the unique responsibilities of each function and to support the overall mission and actions of the Finance and Administration Section and the college EOC.

- **Time Unit**
  - Ensures proper recording of personnel time and equipment-use time, in coordination with the Logistics Section.
- **Procurement Unit**
  - Administers all financial matters pertaining to vendor contracts.
  - Assists in the identification of sources for equipment and facilitates requirements for rental and supply of needed resources.
- **Compensation and Claims Unit**
  - Coordinates tracking of financial expenditures resulting from property damage, injuries, or fatalities at the incident.
  - Coordinates tracking of financial expenditures from responders.

Emergency Support Functions (ESFs): Table 2

ANNEX	TITLE	FUNCTION
ESF 1	**Transportation**	• Coordinate with potential resource entities in identifying local public and private transportation resources and coordinate their use in emergencies. • Coordinate deployment of transportation equipment to support emergency operations. • Establish and maintain a reserve pool of drivers, maintenance personnel, parts, and tools. • Maintain records on use of transportation equipment and personnel for purpose of possible reimbursement.
ESF 2	**Communications & Alerting**	• Identify the communications systems available within the college and local area, determine the connectivity of those systems, and ensure their interoperability. • Develop plans and procedures for coordinated use of the various communications systems available during emergencies. • Determine and implement means of augmenting communications during emergencies, including support by private sector and volunteer organizations.
ESF 3	**Public Works & Engineering**	• Protect facilities and vital equipment. • Assess damage to college-owned roadways, parking areas, facilities, and other infrastructure. • Direct temporary repair of vital facilities. • Restore damaged roadways and parking. • Restore college waste disposal systems. • Arrange for debris removal. • Provide building inspection support.
ESF 4	**Firefighting**	• Fire prevention activities. • Fire detection and control. • Evacuation support. • Post-incident reconnaissance and damage assessment support. • Fire safety inspection of temporary shelters. • Prepare and maintain fire resource inventory.
ESF 5	**Emergency Management**	• Direct utilization of college resources and assets. • Oversee the EOC during any or all activation levels. • Assemble departmental directors and their staff when needed at the EOC. • Coordinate college actions in all phases of emergency management through the EOC command structure. • Monitor the duties of the staff, use of message forms, and procedures for EOC activation.

ANNEX	TITLE	FUNCTION
ESF 6	**Mass Care, Housing, and Human Services**	• Determine appropriate building(s) to designate as temporary shelter(s) for the college. • Arrange for social service assistant in the management of shelter and mass care operations through the Iowa Department of Homeland Security, Counseling Services, relief agencies, and volunteer groups (e.g., American Red Cross [ARC], The Salvation Army [TSA], campus/community emergency response teams [CERTs], and victim relief). • Arrange for food services through Great Western Dining or established mutual-aid agreements. • Coordinate with ARC for special care requirements for disaster victims such as special needs students, staff, and others as needed. • Coordinate the provision of disaster mental health services with the college. • Make counseling services available to disaster victims, emergency workers, and/or others suffering trauma due to the emergency incident/disaster.
ESF 7	**Resource Support**	• Maintain and coordinate inventory of emergency resources with the emergency management director. • During emergency operations, locate supplies, equipment, and personnel to meet specific needs. • Maintain a list of suppliers for supplies and equipment needed immediately in the aftermath of an emergency. • Establish emergency purchasing procedures and coordinate emergency procurements. • Establish and maintain a labor reserve and coordinate assignment of reserve personnel to departments and agencies that require augmentation. • Coordinate for transportation, sorting, temporary storage, and distribution of resources during emergencies. • Establish staging areas for resources if required. • Coordinate with Volunteer and Donation Coordination support for additional personnel and resources. • Maintain records of emergency-related expenditures for purchases and personnel.
ESF 8	**Public Health and Medical Services**	• Coordinate and support health and medical care and EMS as necessary and/or requested by the local response agencies during emergencies. They will liaison with local hospitals and public health offices. • Provide mental and physical health information and education to faculty, staff, and students. • Coordinate with local health departments during public health emergencies.
ESF 9	**Search and Rescue**	• Collaborate with emergency management director to identify storm shelter or storm refuge locations. • Post-disaster emergency response to conduct search and rescue with priority to lifesaving operations.

ANNEX	TITLE	FUNCTION
ESF 10	Hazardous Materials	• In accordance with Homeland Security Presidential Directive 5, establish ICS to manage the response to hazmat incidents. • Establish the hazmat incident functional areas (e.g., hot zone, warm zone, cold zone, etc.). • Determine and implement requirements for personal protective equipment for emergency responders. • Initiate appropriate actions to control and eliminate the hazard in accordance with established hazmat response guidance and best practice guidelines. • Determine areas at risk and which public protective actions, if any, should be implemented. • Apply appropriate firefighting techniques if the incident has, or may, result in a fire. • Determine when affected hazmat areas may be safely reentered. • Maintain inventory of radiological equipment and inventory as required. • Ensure college personnel have current training in radiological monitoring and decontamination and requirements for transportation and handling as appropriate. • Respond to radiological incidents, terrorist incidents involving radiological materials, and be the point of contact to response agencies as necessary regarding radiological incidents. • Make notification concerning radiological incidents to state and federal authorities.
ESF 11	Agriculture, Cultural, and Natural Resources	• Assess animal and plant health during emergency situations and incidents. • Identify resources to support the college's animal population during critical incidents. • Maintain critical relationships with support agencies such as the USDA and the Iowa Department of Agriculture and Land Stewardship.
ESF 12	Energy	• Support emergency electrical power generation where available. • Assess energy system damage and monitor repair work. • Support emergency disconnects of natural gas lines in the event of line breaks or leaks during an emergency or disaster situation. • Collect, assess, and provide information on energy supply and demand, and contribute to situation and after-action reports. • Identify supporting resources needed to restore energy systems.

ANNEX	TITLE	FUNCTION
ESF 13	Public Safety	• Maintenance of law and order. • Traffic control. • Provision of security for vital facilities, evacuated areas, and shelters. • Access control for damaged or contaminated areas. • Prepare and maintain law enforcement resource inventory. • Identify areas where evacuation has occurred, if any, or may be required in the future and determine if population is at risk. • Perform evacuation planning for known risk areas to include route selection and determination of traffic control requirements. • Develop simplified planning procedures for ad hoc evacuations. • Determine and recommend emergency campus information requirements. • Perform evacuation planning for special needs facilities. • Coordinate and carry out defensive anti-terrorist activities, including criminal intelligence, investigation, protection of facilities, and public awareness activities. • Coordinate and carry out offensive counter-terrorist operations to neutralize terrorist activities. • Carry out terrorism consequence operations conducted in the aftermath of a terrorist incident to save lives and protect public and private property. • Ensure required notification of terrorist incidents is made to state and federal authorities.
ESF 14	Long-Term Community Recovery	• Assess and compile information on damage to property. If damages are beyond the capability of the college to assess, then information should be compiled for use by the college president and local officials in requesting state or federal disaster assistance. • If it is determined that the college is eligible for state or federal disaster assistance, then it should coordinate with state and federal agencies to carry out authorized recovery programs. • Engage with business continuity plans to transition from emergency operations to regular college functions.
ESF 15	External Affairs	• Provide information to the media during emergencies. • Arrange for media briefings. • Compile online, print and/or photo documentation of emergencies. • Establish a Joint Information Center when applicable. • Compile and release information and instructions for the media during emergencies and respond to questions relating to emergency operations through EOC approval.
ESF 17	Cybersecurity	• Ensure critical information-sharing capabilities are maintained during emergency operations. • Maintain cybersecurity protocols. • Ensure backup of critical information and functions.

Direction, Control, and Coordination

General
Coordinating response and recovery activities through one central location provides for an efficient response to an emergency. When activated during an emergency, the EOC acts as the base of direction, control, and coordination for emergency management operations in the college.

Authority to Initiate Actions
This Emergency Operations Plan (EOP) serves as a procedural document and references and/or indicates authority related to the Incident Management Policy Group (IMPG) and Emergency Management operations for Kirkwood Community College.

All college departments and agencies are an integral part of this plan. The departments and agencies that do not have specific responsibilities outlined in this plan constitute a large reserve of material and manpower resources. At the direction of the president, associate vice president of public safety, or emergency management director, these departments may be requested to perform previously unassigned tasks or may be requested to supplement specifically assigned disaster response roles.

The IMPG establishes priorities and is responsible for providing accurate and timely information to the campus community, especially in time of emergency.

Command Responsibility for Specific Action
- The president of Kirkwood Community College, under the authority provided by the Board of Trustees, maintains responsibility for identifying and minimizing the effects of the hazards to the campus community.
- The associate vice president for public safety, or designee, acts as the chief advisor to the Policy Group during any declared emergency affecting the people and property of Kirkwood Community College. Various college departments and agencies under the direction of the EOC manager will conduct emergency operations.
- Local, state, and federal officials will coordinate their operations through the college EOC via the EOC liaison officer(s) or other designated representative.

Information Collection, Analysis, and Dissemination
During an emergency or disaster situation requiring activation of the college EOC, the EOC will coordinate all forms of essential and critical information. Coordination of disaster intelligence may require the following activities:

- Identification of types of information needed.
- Determination of sources of information.
- Identification of what sections will need and use the information.
- Establishing best practices for the dissemination of information.
- Maintaining a record of information that is received and released.

Disaster information is managed primarily under the Planning Section but may come into the EOC through any functional branch or via Command Staff or Policy Group representatives.

Communication

Communication requirements in emergency or disaster situations are supported through the protocols and coordination procedures that the college executes as part of day-to-day operations. The Communications Branch director will develop procedures to activate additional EOC communications support personnel and to expand the EOC communications capability, as required. These procedures will address the provisions for EOC message handling to include recordkeeping/documentation, distribution/ internal message flow, and coordination of incoming/outgoing information.

Public Information

Public information will be managed through the PIO and/or Joint Information Center (JIC), if established. Information will be coordinated to flow through one central point to ensure accuracy, quality, and efficiency in dissemination. The PIO maintains responsibility for all actions and efforts surrounding the following:

- Media management
- Public relations strategy
- Videography and photography
- Public information administration and multi-agency/department coordination

Administration, Finance, and Logistics

Any agreements and/or contracts must be entered into by duly authorized officials and, where practicable, formalized in writing prior to execution.

Should college resources prove to be inadequate during emergency operations, requests for assistance may be made to other governmental jurisdictions, volunteer agencies, and the private sector in accordance with existing contracts or negotiated emergency agreements. In most instances, these requests should be made through local emergency management agencies as a formal request.

Kirkwood Community College may provide emergency assistance to another local government, whether or not the local government has previously agreed or contracted to provide that kind of assistance, based upon the approval of the college president and/or Board of Trustees.

Any memorandums of understanding (MOUs), mutual aid agreements, and contracts for emergency services will be stored and maintained in the college's contract database, Cobblestone.

Resource Management

Resource management includes providing or obtaining goods or services, executing logistical or administrative activities for the college emergency response operations, and coordinating the use of the resources to facilitate an effective, efficient, and appropriate result.

College resources, as well as mutual aid and donated resources and services, will be managed according to policies and procedures of the Logistics Section.

Emergency Purchasing and Acquisition

Emergency purchases, acquisitions, and other procurements may be authorized by the college president or the vice president of finance, or their designee, to support and facilitate objectives of Kirkwood Community College emergency operations. Purchasing procedures are outlined in Kirkwood Board Policies and Procedures in 730.3 – Purchasing.

Records and Reports

The Incident Command Post and the EOC shall maintain accurate activity logs recording key response activities, including:

- Activation or deactivation of emergency facilities.
- Emergency notifications to other local governments and to state and federal agencies.
- Significant changes in the emergency situation.
- Major commitments of resources or requests for additional resources from external sources.
- Issuance of protective action recommendations to the public.
- Evacuations.
- Casualties.
- Containment or termination of the incident.

In order to continue normal college operations following an emergency situation, vital records must be protected. These include legal documents, student files, personnel files, and financial records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Each department or agency responsible for preparation of annexes to this plan will include protection of vital records in its SOPs. If records are damaged during an emergency situation, the college may seek professional assistance to preserve and restore them.

Expenditures and obligations of public funds during emergency operations must be recorded by the responsible departments and agencies in accordance with college policies and procedures.

The Finance and Administration Section has responsibility for distributing approved forms for this purpose and for collecting and processing them during and after an emergency.

Narratives and operational journals of response actions will be kept by all departments and agencies with emergency responsibilities.

Post-Incident and Exercise Review

The emergency management director is responsible for organizing and conducting a critique following the conclusion of a significant emergency event/incident or exercise. The after action report (AAR) will entail both written and verbal input from all appropriate participants. An improvement plan will be developed based on the deficiencies identified, and an individual, department, or agency will be assigned responsibility for correcting the deficiencies and a due date shall be established for those actions.

Plan Development and Maintenance

Primary responsibility for coordinating the plan development and maintenance process rests with the associate vice president for public safety, or their designee.

Operations Plan Maintenance, Updates, and Revisions

Periodic revisions to this plan will be identified by appropriate signatures and approval dates. The associate vice president for public safety is responsible for performing periodic reviews of plans and standard operating procedures (SOPs) with appropriate agencies and departments. The revision process will include incorporation of necessary changes based upon periodic tests, drills, exercises, or actual events.

The college shall review, update (if needed), and certify this plan to be current on an annual basis. Reasons the college will update this plan (in its entirety or individual components) may include:

- Changes to hazard consequences or risk areas.
- Changes to the concept of operations for emergency or disaster response.
- Reorganization of supporting departments, agencies, and other stakeholders that results in a change in the college's capability to respond to an emergency or disaster situation.
- Significant deficiencies in this plan or its components revealed by a training exercise or an actual emergency.
- Changes to college policy, state requirements, or federal planning standards.

Annex Update and Maintenance Responsibilities

This operations plan is a framework for a system of emergency support functions, support functions, and hazard-specific annexes published under separate covers. The list below identifies the positions responsible for the annual maintenance and update of each annex.

Emergency Support Function (ESF) Annexes

Annex	Title	Responsible Department
ESF 1	Transportation	Facilities
ESF 2	Communications and Alerting	Marketing
ESF 3	Public Works and Engineering	Facilities
ESF 4	Firefighting	Public Safety
ESF 5	Emergency Management	Public Safety
ESF 6	Mass Care, Emergency Assistance, Housing, and Human Services	Student Services
ESF 7	Logistics Management and Resource Support	Finance
ESF 8	Public Health and Medical Services	Student Services
ESF 9	Search and Rescue	Public Safety
ESF 10	Oil and Hazardous Materials Response	Public Safety
ESF 11	Agriculture, Cultural, and Natural Resources	Multiple
ESF 12	Energy	Facilities
ESF 13	Public Safety and Security	Public Safety
ESF 14	Volunteer Management	Multiple
ESF 15	External Affairs	Marketing

Support Annexes

A	Warning	Public Safety
E	Training, Testing, and Exercise	Public Safety

Hazard-Specific Annexes

H	Hazardous Weather	Public Safety
T	Travel and Transportation Hazards	Public Safety

Training, Testing, and Exercising

The college will schedule and conduct required training activities to ensure emergency response capabilities and certification. The preparedness and readiness measures of this section conducted by the college are outlined in the Training, Testing, and Exercising support annex, published under a separate cover.

As a matter of best practice, Kirkwood Community College is committed to conducting several emergency response drills annually, including, but not limited to, fire drills, severe weather drills, and active threat response. The purpose of these exercises and drills is to bring awareness to potential hazards, test the emergency notification systems, and provide the campus community with education regarding safety practices.

Terms and References

Acronyms

AAR	After Action Report
ARC	American Red Cross
CFR	Code of Federal Regulations
DHS	Department of Homeland Security
DPS	Department of Public Safety
EMC	Emergency Management Director
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FERPA	Family Educational Rights and Privacy Act
JIC	Joint Information Center
UAC	Unified Area Command
PIO	Public Information Officer

Definitions

Area Command (Unified Area Command)
An organization established to oversee the management of multiple incidents that are each being managed by an ICS organization or to oversee the management of large or multiple incidents to which several incident management teams have been assigned. Sets overall strategy and priorities, allocates critical resources according to priorities, ensures that incidents are properly managed, and ensures objectives are met and strategies followed. Area Command becomes Unified Area Command with incidents that are multijurisdictional.

Emergency Operations Center
Specially equipped facilities from which government officials exercise direction and control and coordinate necessary resources in an emergency situation.

Public Information
Information that is disseminated to the public via the news media before, during, and/or after an emergency or disaster, ensuring the needs of the whole community are addressed.

Kirkwood
COMMUNITY COLLEGE

Kirkwood Emergency Management

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