



Highline College Comprehensive Emergency Management Plan



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The Comprehensive Emergency Management Plan (CEMP) provides a framework for Highline College's emergency preparedness, response and recovery.

Emergency Management programs are essential in ensuring the college's resiliency and continuity of our daily operations. This CEMP, as an all-hazards document, outlines the critical roles, responsibilities, and procedures for college personnel and the institution to prepare for, respond to, and to recover from an incident. Mitigation, preparation, and planning efforts conducted using the CEMP will help improve the efficiency and effectiveness of the response and recovery actions during such incidents.

All faculty, staff, students, and community members who are part of the Highline College are encouraged to be familiar with this CEMP. Designated personnel, including Executive Cabinet, other institutional senior leadership, and Emergency Response Team members, must have a working knowledge of their responsibilities, functions, and required functions as described in this CEMP.

This CEMP is specifically developed for Highline College only. It is not intended to supersede, contradict, or interfere with emergency management plans or operational plans of other government or law enforcement agencies.

Michael Pham

Dr. Michael V. Pham
Vice President for Administration
Highline College

February 9th, 2026
Date

I. Introduction and Purpose

A. Introduction

The Emergency Operations Plan (EOP) is a document developed for use by those involved in Emergency Management and purposefully delineates roles and responsibilities, area of authority and provides guides for responding to incidents and hazards, both natural and mad-made. The day-to-day functions of the college could be interrupted at any time by a disaster; the Emergency Operations Plan is designed to help support and structure the incident response.

The annexes have been created for specific event response and recovery efforts by the Emergency Response Team (ERT). They are intended for quick reference and guidance during an emergency/incident that would assist any member of the Emergency Response Team to begin structuring response to a specific hazard.

The primary audience for the EOP are members of the Highline College community tasked with creating, executing, reviewing or approving the emergency management cycle. The EOP is updated annually to reflect small corrections or personnel changes. Larger revisions are done on a three to four year cycle. The Public Safety office is responsible for updates, corrections and distribution of this document. No other department, division, position or person is authorized to make changes to the EOP without approval of the Public Safety Office.

B. Purpose

The purpose of the Highline College Emergency Operations Plan is to provide guidance regarding the coordination of the response and immediate stabilization of the college during and after an emergency. Using the National Incident Management System (NIMS) this plan describes the college's role in protecting life, property and business continuity during incidents and emergencies. The EOP is designed to uphold the mission of Highline College and embrace the inclusive, transparent culture of the institution.

The plan also intends to:

- Establish the chain of command in a disaster.
- Clearly outline disaster related functions assigned to college departments.
- Provide coordination between internal departments and outside agencies.
- Identify and clarify funding sources during disasters.
- Provide an organizational framework for organizational activities during disasters.

C. Scope

This emergency operations plan is an all-hazards emergency management plan designed to describe the emergency/incident response of the college. This EOP applies to all Highline College students, staff, faculty, campus partners and volunteers involved in college owned property and activities and personnel participating in mitigation, preparedness, response, and recovery efforts. This EOP also recognizes external partner agencies and organizations and defines the interaction of response efforts between agencies.

This Emergency Operation Plan:

- Defines the scope of preparedness and incident management activities for employees during emergencies and disasters affecting the college.
- Describes the organizational structures, roles and responsibilities, policies and protocols for providing emergency support.
- Encourages collaboration between departments to ensure the best possible response efforts are being met.
- Is flexible enough for use in all emergencies/disasters and large college events.
- Describes the purpose, situation and assumptions, concept of operations, organization and assignment of responsibilities, administration and logistics, and plan development.
- Pre-designates jurisdictional and/or functional area representatives to the Incident Command, Unified Command and the Emergency Operations Center (EOC) whenever possible to facilitate responsive and collaborative incident management..
- Should be used to guide emergency activities before, during, and after an emergency situation.

D. Situational Overview

Highline College is located within King County in the city limits of Des Moines, along Pacific Highway. Highline consists of 30 major buildings including academic space, staff and faculty offices and sports facilities. The campus consists of 80 acres, including a greenspace, undeveloped portion on the south west corner.

Highline College faculty, staff and students can comprise a daily population of approximately 3,000 throughout the academic year. Special events can attract hundreds of guests on a regular basis throughout the year. During the writing of this report, approximately 150 students live on campus in housing situated off of Pacific Highway.

Highline College operates its own Public Safety Department of 8 to 10 full and part time non-commissioned officers that operate 24/7/365. Highline maintains a mutual aid/MOU with the Des Moines Police Department.. Highline College is served by South King Fire and Rescue, located approximately 2 miles from the campus.

The college rents Building 0 to a Children's Home Society, a daycare facility for infants to preschool age children. At any given time, there are on average 95 children in the facility from Monday to Friday. The daycare center participates in evacuation drills and other campus exercises as appropriate.

Key facilities include the server room in Building 26, the Facilities offices/boiler room, the Public Safety office, and the Building 12 President's suite.

The college has adopted the hazard risk ranking from the City of Des Moines, with the exception of the "terrorist activity and civil action" which has been substituted for "violent intruder".

1. Earthquake	HIGH
2. Airplane Crash	HIGH
3. Biological Pandemic	HIGH
4. Severe Weather	MEDIUM
5. Tsunami	MEDIUM
6. Accidental/intentional Infrastructure Failure	MEDIUM
7. Landslides	LOW
8. Flood	LOW
9. Volcanic Eruption	LOW
10. Drought	LOW
11. Violent Intruder	LOW
12. Wildland Urban Fire	LOW

E. Laws and Authorities

This plan is established, and receives its authorities, by the following laws and authorities for emergency management and business continuity:

Washington State Statutes (RCW)

- RCW 38.52.070(1) (This affects political subdivisions and not necessarily all state agencies, however it is used as guidance to establish, or be a member of, a local organization for emergency management).
- RCW 38.52.070(1) (also requires that local comprehensive emergency management plans must specify the use of the incident command system for multi-agency / multi-jurisdiction operations).
- Washington Governor's Executive Order mandating NIMS signed 9/30/2004

- RCW 38.52.030 (11) (each state agency is responsible for developing an organizational continuity of operations plan that is updated and exercised annually in compliance with the program for interagency coordination of continuity of operations planning).

Federal

- Public Law 100-707, The Stafford Act
- Public Law 93-234, Flood Disaster Protection Act of 1973
- Public Law 101-542, Student Right to Know
- The Jeanne Clery Act
- Homeland Security Directive 5, NIMS
- Homeland Security Directive 8, National Preparedness
- Americans with Disabilities Act (ADA)
- National Response Framework
- 44 Code of Federal Regulations, (CFR) address policy and guidance for Federal Government disaster response and recovery
- FEMA Target Capabilities List
- FEMA CPG 101, Developing and Maintaining Emergency Operations Plans
- FEMA CPG 201, Threat and Hazard Identification and Risk Assessment.

II. Concept of Operations (CONOPS)

A. Inclusive Planning and Preparation

In 2011, the Federal Emergency Management Agency (FEMA) published the Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action, outlining the need for increased individual preparedness and more widespread community engagement to enhance the overall resiliency and security of communities. The benefits of Whole Community include a more informed, shared understanding of community risks, needs, and capabilities; an increase in resources through the empowerment of community members; and, in the end, more resilient communities. A more sophisticated understanding of a community's needs and capabilities also leads to a more efficient use of existing resources regardless of the size of the incident or community constraints. At the college this includes planning with and for people with access and functional needs, and those who English is a Second Language (ESOL), and others through the identification of physical, programmatic and communication needs of the aforementioned groups. Continuous emergency planning will include collaboration with departments and students that represent areas of the community that may need additional attention and support.

B. Leadership Intent

During a disaster/emergency, Highline College will maintain normal operations as long as it is deemed reasonable and safe. Conditions may be of such magnitude and severity that some or all college services may be redirected, limited, or lost altogether.

Priorities for all disaster/emergency operations are for:

- Life safety
- Incident stabilization
- Protection of property and the economy
- Preservation of culture and the environment

Operational policies are created using the priorities above and any incident-specific priorities set by the Policy Group. Objectives are then established by Incident/Unified Command, with input from others responding to the emergency or disaster. The objectives are published in the Incident Action Plan (IAP) and follow the SMART (specific, measurable, achievable, relevant, and time-bound) format as much as possible. The operational policies are not limited to a single operational period but must consider the totality of the incident and response needs.

C. Levels of Activation

The Emergency Manager, the Director of Public Safety, or any member of the Emergency Response Team may activate the Emergency Operations Center (EOC). Any Executive Cabinet member may also request that the EOC be activated. Additionally, the EOC may be activated at the request of an outside agency, such as King County Emergency Management or other governmental agencies to support their operations, subject to approval by the Vice President of Administrative Services. Requested staff will report to the EOC (physically or virtual as the situation dictates) to coordinate response efforts and support field operations. The EOC will be activated at the appropriate level to the specific emergency or disaster.

Level III Activation - Monitoring

- Requires minimal staff (emergency response team members) to provide status updates in the virtual EOC environment.
- Key personnel, including an EOC Manager, will begin to monitor events, gather situational awareness, evaluate required resources and forecast future impacts or communication needs.
- Stakeholders are kept apprised of the situation through status updates, but the physical EOC is not activated and no executive cabinet member is needed for major campus decisions.

Level II Activation - Partial

- Coordinated activation, typically occurs when two or more departments are actively involved in an event/incident that disrupts their normal operations and requires interdepartmental coordination, public information dissemination, and information collection.
- The Emergency Manager and PIO, and department representatives will be assigned to the EOC (physical or virtual); staff may include employees outside of the emergency response team.
- The Emergency Manager will recommend staffing levels for the EOC consistent with current and projected incident activity.
- The function of this level is to facilitate communication between involved departments, maintain situational awareness, and to support incident responders.
- The Vice President of Administration is kept aware of the incident updates but generally does not need to be in the EOC (virtual or physical).

Level I Activation - Full

- All sections of the EOC are staffed; all Emergency Response Team members are activated.
- The function of this level is to continue to facilitate department-to department communications, situational awareness, and logistics requests on a college-wide basis.
- This level does not direct responder actions, though decisions may be made regarding campus operations and communication updates.
- The PIO develops a team to help monitor incoming information and disperse information to college stakeholders.
- The Policy Group will likely be activated. Note that the policy group is likely NOT located in the EOC, but coordinates with the EOC.

III. Direction, Control and Coordination

The purpose of direction and control is to provide for the effective supervision, authority, coordination, and cooperation of emergency management activities to ensure the continued operation of college operations before, during and after emergencies and disasters. Direction and control of emergency management functions are the responsibility of the Emergency Manager, and the Public Safety Director.

A. Preparedness and Mitigation

Emergency Management

Day to day, the Public Safety office is the primary department for preparedness and mitigation with the support of all college departments. The Emergency Manager, as a part of preparedness, ensures the creation and maintenance of the proper plans including: The Comprehensive Emergency Plan), Continuity of Operations (COOP), Emergency Communications Plan, and Incident Specific Checklists. The Emergency Manager is also responsible for public education related to preparedness and develops training, drills, and tabletops to increase the emergency readiness.

College Departments

All college departments are responsible for supporting emergency management activities through the development of department-specific COOP plans, engaging in campus drills, and encouraging staff personal preparedness and family disaster planning.

Policy Group

The policy group is composed of the President and the Executive Cabinet. This group is responsible for:

- Provide adequate budget for institutional resources to allow the college to effectively prepare for and respond to emergencies.
- Ensure the emergency response team performs the necessary action to mitigate, prepare for, respond to, and recover from an emergency in a timely manner using the CEMP as a guideline.
- Require the college community to participate in training and exercises, strategic and operational coordination of actual emergencies, and commit recommended resources to the extent practical.
- Ensure the college's response is designed to be consistent with the National Incident Management System (NIMS).

B. Response

Incident Command

The lead for Incident Command will be an employee from the department with the mission most similar to the emergency situation. The lead department shall ensure that an Incident Command or Unified Command structure is identified and established in order to

provide for coordinated field operations. The lead department will provide a qualified representative to serve in the EOC if activated.

Emergency Operations Center

Although field Incident Command will control on-scene activities related to the disaster, the EOC will coordinate the overall college response to the disaster. The Associate Director of Emergency Management, emergency response team members, designated college staff, and trained volunteers shall provide staffing at the EOC when activated. The Associate Director of Emergency Management or their delegate will coordinate the activities of the EOC in the role of EOC Manager. When resource requests or needs exceed that of the college's resources, the EOC is also responsible for multi-jurisdictional coordination; sending resource requests to fellow community and technical colleges' or the county Emergency Management Office.

Policy Group

Policy decisions will be referred to the Policy Advisory Group, along with a briefing and recommendations, by a liaison from the incident command system. The Policy Advisory Group led by the Vice President for Administrative Services will advise the Executive Cabinet of policy-level decisions that require their direction, and will oversee implementation of those decisions.

C. Recovery

Recovery involves actions needed to help individuals and the college as a whole regain a sense of normality to their lives. Following an emergency or disaster, the College will appoint an individual or office to lead the college recovery efforts. The entire campus will play a critical role in the recovery efforts.

Directors of each department, with the support of emergency management will:

- Continue to report any observed damage and assess community needs.
- Prioritize recovery projects and assign tasks accordingly.
- Coordinate recovery efforts and logistical needs with supporting agencies and organizations.
- Re-establish and/or maintain essential college services.
- Prepare documentation of the event including the event log, cost analysis, and estimated recovery costs.
- Apply for recovery funds allocated by state or federal grants.
- Assess special community needs and provide information and assistance, as deemed appropriate.

IV. Organization

A. General Emergency Management

The Public Safety Department, and specifically the Emergency Management Program, is established to provide channels of communication for efficient coordination, communication, and prioritization, and liaison of emergency life-saving operations between the local tiers of government agencies and the college community. The Associate Director of Emergency Management is directed to adopt administrative rules and regulations to carry out the designated emergency management functions set forth.

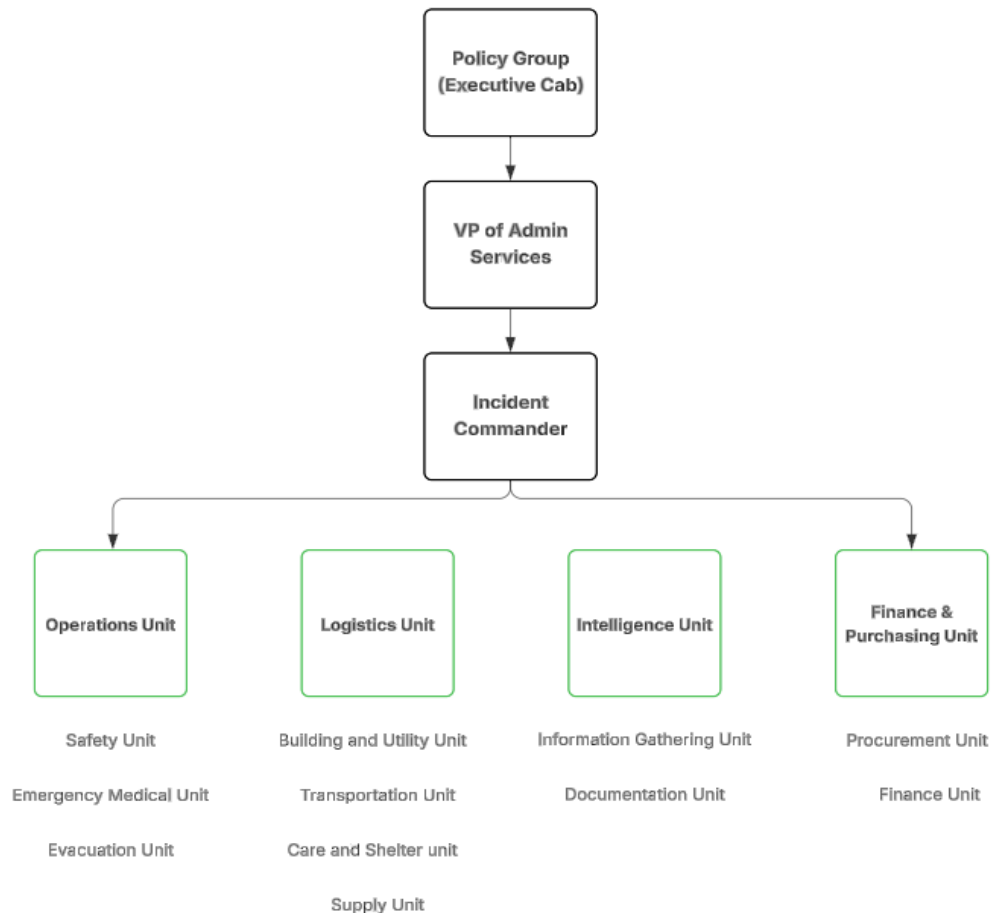
B. Emergency Response Team

The Highline College Emergency Response Team is responsible for preparedness and immediate response to emergency incidents on campus. The primary objective for the team is to ensure that plans, response personnel, safety equipment and infrastructure are ready to handle any emergency, at any given time, with little to no notice.

- The Highline Emergency Response Team (ERT) is charged with immediate response to an incident on campus, advising the Executive Staff (policy advisory group), creating plans and implementing strategies as the incident unfolds, adapting tactics to match the scope and direction of the emergency;
- The ERT serves as the single point of contact for field emergency response operations and coordinates response efforts between on-scene responders and the Executive Staff of Highline College.
- Members of the ERT are responsible for determining the level of response and activation in an emergency and for establishing the Emergency Operation Center.
- The ERT at Highline are trained to use an Incident Command System structure. Similarly to ICS, the ERT has considerable internal flexibility; it can grow or shrink to meet different needs.
- The ERT is also responsible for securing information and disseminating updates and any required actions to Highline faculty, staff and students.
- The ERT ensures the college is ready for disasters or emergencies through the development and maintenance of necessary plans and shares responsibility with the Emergency Manager for preparedness and response activities within the college.

- The ERT is comprised of the following members:
 - Vice President for Administration
 - Director of Public Safety and Emergency Management
 - Associate Director of Public Safety and Emergency Management
 - Director of Facilities Operations
 - Administrative Services Manager, Facilities and Operations
 - Executive Director of Information Technology Services
 - Network and Telecommunications Specialist, IT Services
 - Associate Director of Communication and PIO
 - Associate Dean of Library and Student Learning Resources

Figure 1: Incident Command System Organizational Chart



C. Disaster & Emergencies

Operational challenges such as violations of the law, emergency medical calls, building maintenance issues, IT disruptions, etc., occur daily and do not normally require the direct involvement of the emergency management organization.

On a less frequent basis, the college is confronted with large scale events that go beyond departmental capabilities and triggers the need for activation of the emergency response team response. In some cases, outside agencies will be necessary for a multi-jurisdictional response including local first responder agencies, the state via the Washington Intrastate Mutual Aid System (WAMAS), and other assistance available through contractual arrangements with private sources of specialized services.

During a disaster or emergency that requires EOC activation, the Emergency Manager identifies the following as the college's top operational priorities:

- Coordination and Situational Awareness
- Communications
- Stabilizing Operations

When the EOC is activated, designated staff will report to the EOC to coordinate response efforts and support field operations. The Associate Director of Emergency Management or their designee will assume the role of EOC Manager. Emergency Response Team members will respond to the EOC and organize their areas of responsibilities into manageable units to assess damages and determine needs. Designated personnel unable to fill their position shall contact the EOC Manager as soon as possible.

The physical EOC is located on the first floor of Building 26 in the ITS suite. If the primary facility is compromised or unavailable, the alternate site for the EOC is the Public Safety office inside Building 6. If both sites are compromised the EOC will be relocated to Building 0. When reasonable the EOC can function remotely using standard Team channels, and video conferencing.

The Associate Director of Emergency Management oversees and provides policy recommendations to the Executive Cabinet during emergency and recovery periods. The Associate Director of Emergency Management or designee is responsible for coordinating and supporting all emergency operations.

V. Responsibilities

The following are basic responsibilities for emergency management operations provided by and through the college, city, county, State and Federal roles.

A. Highline College

The college's responsibilities during an emergency is to direct and coordinate development, implementation, and maintenance of all college emergency management related plans. The emergency manager facilitates coordination with outside agencies and organizations involved in emergency management, provides public education and information related to disasters and manages the emergency operations center during activations.

B. Des Moines City

Des Moines city emergency management will respond to emergencies beyond the scope of the college and facilitate communication, coordination, and resource support between the city, the college, and the county.

C. King County Emergency Management

King County Emergency Management will work with the college to coordinate resources to the college and surrounding area.

D. Washington State Emergency Management Division

Washington's State Emergency Management Division (EMD) coordinates all emergency management activities of the State to protect lives and property and to preserve the environment.

E. Federal Government

The Federal Government consists of several organizations that are responsible for emergency response and recovery activities, depending upon the incident. It is the responsibility of the Federal Emergency Management Agency (FEMA) to conduct response and recovery management activities to affected areas once a Presidential emergency or disaster declaration has been made. FEMA facilitates the delivery of many types of Federal response assistance to state and local government, as well as coordinating the response of other federal agencies such as the Department of Defense (DoD), Health and Human Services (HHS), etc. It should be noted that

many federal agencies have their own emergency response and recovery programs that are administered independently of FEMA (SBA, HUD, USDA, etc.), many of which are available outside of a Presidential emergency or disaster declaration.

F. Incident Management Actions & Critical Tasks

When a major emergency or disaster occurs, the emergency response team will use the following general list as a basis for managing their disaster operations:

1. Establish Incident Command.
2. Report to a predetermined site to manage response operations.
3. Account for personnel.
4. Assess damages to facilities to identify if there are obvious safety concerns.
5. Assess personnel and resources available.
6. Assess problems and needs.
7. Report the situation, damages, and capabilities to the EOC.
8. Send designated department representatives to the EOC.
9. Carry out response responsibilities and assigned tasks.
10. Continue assessments and report to the EOC regarding resources, needs damages, actions, etc.
11. Keep detailed and accurate records, document actions, costs, situations, etc.

G. Department Pre-Incident Actions (Preparedness & Mitigation)

Preparedness involves taking steps to ready the college community for emergencies and disasters while mitigation involves actions taken to protect lives and property.

Specific preparedness activities include:

- Establish policies & procedures for department chain of command and succession of authority.
- Designate primary and alternate locations from which to establish direction and control of department activities during an emergency or disaster.

- Identify and obtain necessary equipment and supplies which may be needed to manage department activities.
- Identify the information needed to manage department activities including how it will be gathered, stored, and accessed.
- Readiness for continuing operations with limited access to campus.
- Establish procedures to ensure the ability to activate personnel on a 24-hour basis (such as in the inclement weather procedures).
- Make staff available, when requested by the Emergency Manager, for appropriate training and emergency assignments, such as EOC activities, damage assessment, and liaisons with other agencies and organizations.
- Maintain an updated inventory of key department personnel, facilities, and equipment resources.
- Ensure all department employees have a personal preparedness plan.

H. Department Recovery Activities & Critical Tasks

Following the incident/event, the Emergency Response Team, with the concurrence of the Director of Emergency Management, will:

- Continue to report any observed damage and assess community needs.
- Prioritize recovery projects and assign functions accordingly.
- Coordinate recovery efforts and logistical needs with supporting agencies and organizations.
- Prepare documentation of the event, including the event log, cost analysis, and estimated recovery costs.
- Assess special community needs and provide information and assistance, as deemed appropriate.

I. Mutual Aid & Other Agreements – Requests for Assistance

When a major emergency occurs, it is anticipated that the college will assess damages, and determine needs. If college resources cannot meet the needs created by the incident, additional assistance may be requested through existing mutual aid agreements, through the King County Office of Emergency Management, surrounding jurisdictions, or directly from the State Emergency Operations Center (SEOC). Resources requested via King County or the SEOC may be delivered by other cities, counties, or Tribes in the state, who are part of WAMAS. Resources may also need to be procured from private sector companies. In the event of a Proclamation of a Local Emergency, the deployment of resources will normally be coordinated through the EOC (if activated). Resources to support college operations may be placed in staging areas until specific assignments can be made.

VI. Communications

Reliable communications capabilities are necessary for day-to-day operations, management of response and recovery efforts, search and rescue missions, and coordination with other organizations. Communications capabilities must be available for emergency management functions.

A. Summary of Interoperable Communications

When conditions disrupt communications systems within the college, redundant systems will be utilized to establish communications with the college EOC, students, leadership, the community and other stakeholders. The following is a list of college communication resources that may be utilized during incidents:

- Motorola radio
- HC Text Alert System operated on Regroup
- Cellular Phones
- Microsoft Teams
- Email
- College Facebook page
- Main College webpage
- College Instagram page

If all college capabilities are impacted, decreased or otherwise unusable, the college will request that Des Moines City provide radio transmission support, as their system allows. Washington State EMD is also available to provide redundant communication capabilities, as resources allow, if the City's and King County's capabilities are overwhelmed or otherwise insufficient to support response and recovery efforts.

B. Jurisdictional Communications Plan

The college is an ethnically and linguistically diverse community. In addition, the college is composed of young adults, also known as running start students, creating a need for strategic and thoughtful plans for these populations. In order to ensure life safety and whole community involvement, the college has fused within the crisis communications plan, the assurance that all community members have access to life safety information in a language they understand.

Process for Access & Functional Needs Populations

The access and functional needs (AFN) population include those with visible and invisible disabilities that create a situation where accommodations are required in order for communications to be received and understood by the individual. This group includes, but is not limited to, Hearing Impaired individuals, Visually Impaired individuals, and people with Intellectual and Developmental Disabilities (IDD). To ensure that all emergency messaging is accessible to people with AFN, the college will:

- Include in emergency communication a text message and the option to receive a recorded audio message.
- Social media and digital content with images will have alternate text for each image.
- All digital and printed materials will be written at a fourth-grade reading level and no higher than an eighth-grade reading level.
- All media, documents, and digital content will be reviewed for screen reader friendliness before releasing the information.

English as Other Second Language (ESOL) Populations

The College has a variety of systems, community networks, and communication methodologies that can be leveraged to relay critical, life-safety information, including, mass notification systems (Regroup, also known as HC Text Alert), translated written materials, in-person briefings, and official college-based social media networks (i.e. Instagram). The College can also work with the City of Des Moines who has access to the Regional Joint Information System and the county Trusted Partner Network, a network of individuals and community based organizations who are seen as trusted agents within their community, will transmit messages in the appropriate language to their community and clients.

In order to quickly and effectively communicate with ESOL communities, the college has the following resources available:

- Mass communication system, in which users have the option to change the received texts to their preferred language (subject to vendor availability). When students are registered in the peoplesoft system known as ctcLink, they are automatically enrolled for HC Text Alerts.
- In-person briefings or scripted messages delivered by Instructors or Public Safety staff volunteers to support in-person and door-to-door efforts.
- Translated written documents can be disseminated in classrooms, the Student Union, the Library, and the computer labs.

- Emergency messages shared on the main college website has the ability to be translated into several different languages by choosing the preferred language in the top right corner.
- Emails announcements written with plain language.

Evaluating Life Safety Communications Efficacy

Following every incident where members of the ERT were activated, a debrief is conducted and information from the debrief forms the basis for the After-Action Report (AAR). Debriefs of the event include the evaluation of timeline events. Information regarding how many of our specific populations took advantage of services, as well as follow-up with targeted communities following the event to determine what they wished they had known is information that will be used to determine the efficacy of our targeted populations messaging. Information collected will be included in the AAR and be assigned to specific individuals or groups of individuals to find solutions to close the identified gaps.

Technological Challenges Limiting Communications

All of the above-mentioned options for communicating with our ESOL communities come with significant challenges. One of the largest challenges is teaching ESOL students to change their preferred language in the Regroup application. This takes consistent teaching cycles each quarter and the assistance of ESOL faculty.

In the case of an infrastructure collapse and radio congestion, it may be difficult to reach the college community in a timely manner. Though we have redundant communication systems that rely on backup power sources, we can't expect each system to be operational in a wide scale disaster. For large-scale disasters, the college will also rely on Alert King County which can broadcast in two languages simultaneously by mobile, text, landline, and email. However, it cannot direct specific language translations to specific individuals or populations. Messages will first be sent out in English and Spanish and will be delayed while translations into other languages take place.

In general, when communicating with local media, the message content will be sent in English with a request that the messages be translated into the audience's preferred language. This translation/interpretation may take time.

King County Emergency Management also utilizes The Trusted Partner Network, a newly formed network of volunteers. During a disaster it may be difficult to reach these volunteers to utilize their language and translation skills. Volunteers are also likely to be among the

populations that are disproportionately impacted and may be unable to assist the county. In addition, the Trusted Partner Network does not have a process for verifying an individuals' language proficiency which may lead to inconsistent/unmatched language and intent of messages.

Recommendations for Addressing Challenges

All technology has limitations that can only be fixed by the developers enhancing the software or hardware. However, the college can address the challenges and gaps in technology by deploying as many of the techniques as possible, including the utilization of translation services, our extensive employee experience communicating to students, printed messages, and other approaches that require limited technology. Additionally, building relationships with key departments who serve the targeted communities will build the necessary foundation that allows quick collaboration during an emergency.

Resources Needed to Address Identified Challenges

To address the above challenges Highline College will need the following resources:

- An audit on our use of Accessible Technology to help identify content and communication tools that can improve accessibility.
- Consistent cultural training for all emergency response staff on how to respectfully engage with targeted populations.
- Seeking communication tools that have language interpretation built in and accessible features.

VII. Administration

A. Documentation Process

Each college department that is activated during an emergency shall designate personnel to be responsible for the documentation of emergency operations within their respective department. During emergency operations, non-essential activities may be suspended. Personnel not assigned to essential duties may be assigned to other departments to provide support and documentation services.

Having comprehensive and accurate records are necessary in submitting requests for assistance or reimbursement following an emergency. The EOC and departments shall have processes established to ensure they are able to maintain accurate records. Important records for the EOC include, but are not limited to, the following:

- Situation Reports
- EOC Action Plans
- Damage Assessments
- Emergency Proclamations
- Purchase Orders
- Individual work logs
- After-Action Reports (AARs)

B. Document Retention Process

Records of emergency operation activities shall be kept in a manner that distinguishes them from day-to-day operational reports, service work requests, and payroll records. When appropriate, emergency reports and expenditures shall be coordinated, and documentation for state and/or federal reimbursement and/or assistance programs shall be prepared and submitted to the appropriate state and federal agencies.

VIII. Finance

Emergency expenditures are not normally integrated into the budgeting process but can require substantial expenditures and payroll costs.

A. Expenditure Approval Process & Documentation

In RCW 39.26.130, emergency purchases are defined as a “state of real, immediate, and extreme threat to the proper performance of essential functions or may reasonably be expected to result in material loss or damage to property, bodily injury, or loss of life, if immediate action is not taken”. Individual employees of the college may not incur expenditures outside of regular purchasing parameters without first meeting the requirements of RCW 39.26.130 or a State emergency proclamation.

Complete and accurate finance records are necessary to:

- Document requests for assistance
- Seek cost recovery through appropriate avenues (private sector responsibility, Federal disaster declarations, etc.)
- Compliance with audit reports and records
- Appropriately track payroll expenses
- Schedule equipment used or copies of invoices from rented equipment
- Track invoices for materials and supplies purchased for reimbursement
- Copies of contracts for all work performed by an outside agency.

B. Cost Recovery Process/Reimbursement

Following a disaster or emergency, there may not always be a reimbursement avenue, however the college should take the appropriate actions and follow the same level of documentation standards in the event that a reimbursement avenue becomes available. Costs recovery may come from:

- DES Insurance Coverage
- State Reimbursement Programs
- Federal Reimbursement Programs (FEMA)
- Grants from non-profit organizations or foundations
- Private-Sector Entities in cases where they were responsible for causing the disaster.

The Federal Emergency Management Agency (FEMA) provides funding to public entities through the Public Assistance Program. The college may apply for cost recovery or grants dispersed by FEMA by working with the State's Emergency Management Division.

C. Pending a Presidential Disaster Declaration

After an occurrence that may result in a declared major disaster or emergency, King County Office of Emergency Management will send notifications and forms to the local jurisdictions for reporting disaster related loss. During response and recovery efforts, departments are responsible for using those forms to report information related to damages incurred by public facilities and infrastructure. Forms are compiled and sent back to King County Office of Emergency Management for county-wide compilation and submission to the Washington State Emergency Management Operations Center (SEOC). If expenditures exceed a preset threshold, the governor will request a Presidential Disaster Declaration.

Pending this declaration, emergency disaster expenditures will come from appropriated college funds.

D. Following a Presidential Disaster Declaration

Once a disaster declaration is made by the President, Joint Field Offices are opened and staffed by FEMA and the State, for the purpose of administering disaster assistance programs. Briefings will be arranged for all eligible applicants. Key Finance and Public Safety personnel are responsible for attending these briefings and completing all paperwork related to requesting disaster assistance.

Public Assistance Program

Public Assistance is one of FEMA's grant programs that provides funds directly to State and Local governments and certain qualified non-profits to aid communities who are responding to and recovering from a major disaster or emergency that has resulted in a Presidential Disaster Declaration. The program provides emergency assistance to help save lives and protect property, as well as helping to permanently restore community infrastructure.

Individual Assistance Program

The Individual Assistance Program is for individuals and families impacted by the federally declared disaster or emergency. This program is designed to help meet disaster applicants' needs, which include: housing assistance (temporary housing, repair, replacement, etc.) and other needs (medical, funeral costs, clean-up, moving, etc.)

Other Needs Assistance Program

The Other Needs Assistance Program (ONA) under FEMA's Individuals and Households Program (IHP), provides financial assistance to necessary expenses and serious needs directly caused by the disaster, but is not covered by other assistance programs.

E. Volunteer Emergency Workers

Volunteer emergency workers used during emergencies and disaster operations will be registered with the college's Emergency Operations Center and all donated hours will be tracked with the ctcLink system. Volunteers who are pre-registered will be issued Volunteer Identification Cards. Spontaneous volunteers will be registered on-site and their identity verified with college issued photo ID.

IX. Logistics

Following an emergency or disaster, the Emergency Operations Center will be responsible for establishing a logistics section that coordinates and acquires personnel and equipment to support emergency operations. The logistic section will most likely be managed by Facility personnel who have experience with the college's equipment inventory and their functions. The logistics section will be designed to provide current information on college resources and their status

A. Methodology Involved in Resource Procurement

Following a disaster or emergency, the college will keep the centralized ordering process for logistics. The Logistics Section will work directly with the purchasing department to approve, order and procure the necessary operational resources to support college response efforts. Lower priority resources may be fulfilled prior to higher priority resources due to the availability of resources, the EOC will focus on resource acquisition in order to provide and achieve the following:

- Life Safety
- Incident Stabilization
- Protection of Property
- Protection of the environment

They will first work to procure resources through their already established mutual aid and vendor contracts. For resources that are not available or procurable through established contracts, the Logistics Section will work to source new contracts or agreements for requested resources and utilize mutual aid agreements with other jurisdictions. New contracts or agreements must be approved by the Purchasing Department.

When local resources have been or are expected to be exhausted or overwhelmed (including department resources, private vendors, and automatic/local mutual aid), assistance can be requested from King County Emergency Management, which may also be forwarded to Washington State EMD.

B. Resource Gaps

Highline College has identified the following gaps related to an emergency or disaster response. Some gaps are being resolved through department and city planning while other resources will become resource requests for specialized resources during a response.

The identified resource gaps include:

Reliability and mobility of Generators: Current campus generators have proven to need constant preventative maintenance and have been unreliable during actual power outages. Additionally, mobile generators that are meant to be hooked up to a building after a power failure are either prohibitively large and difficult to transfer or are not in working order. Staff are unable to move and connect mobile generators during a power failure without significant effort.

Food and Water Storage for Campus View Residents: Highline currently lacks consistent food and water on hand to support the residents of Campus View for more than two to three days. Additionally, the generator at Campus View currently lacks the capacity to sufficiently power kitchen equipment in the apartments and only maintains emergency lighting.

Shelter Preparation: A regional disaster might impact major arterial highways that the college community uses to commute home, causing staff and students to shelter at the college until roadways can be repaired. The college currently lacks sufficient staff and equipment to safely operate a shelter during a regional disaster.

C. Specialized Resources

In the event a situation is beyond the capability of local and pre-designated mutual aid resources and/or contracts, Highline College EOC will request additional or specialized resources through the King County Office of Emergency Management, which may forward them to Washington State EMD, who in turn may forward them to other states via EMAC, or to the federal government. It is important to note that the college is obligated to pay for these resources, so fiscal impacts must be accounted for.

D. Resource Request Process

The Finance-Logistics Section is responsible for having procedures to provide projected and/or anticipated costs, procedures for requesting and ordering supplies, process for record keeping, and a description of reimbursement procedures.

E. Credentialing

The college does not have a formal credentialing process for outside resource vendors. In the event that outside resources are needed, the EOC will provide them e-mailed or printed credentials that can be utilized to access the disaster area. Further, the EOC will ensure that those charged with securing scene access are made aware of the specific credential being used so that it can be verified.

F. Donated Good and Services

The college recognizes that both solicited and unsolicited goods and services will be donated to the college during times of emergency and disasters. Solicited donations of goods and services will be managed via the normal logistics and resource management processes to fulfill the needs they were requested for and to secure appropriate documentation.

Unsolicited donations of goods and services will be managed by the Highline Foundation Department.

X. Development & Maintenance

Ongoing plan development and maintenance requires coordination with the whole college community. Highline EOC will coordinate with all departments that have a role in incident response management for the development and execution of policy, planning, training, equipping, and other preparedness activities. A version of this plan will be made available to the public on <https://adminservices.highline.edu/public-safety/>.

A. Review Process

The Emergency Manager will ensure that exercises of this plan are conducted on a quarterly basis. The plan will also be reviewed annually to ensure no fundamental changes have occurred within the college that need to be updated in the plan.

B. After-Action Reports (AARs)

After-Action Reviews (AAR) are an important part of understanding how and why emergency actions or drills were successful or what could have been more effective. They help the college improve its response and recovery efforts by evaluating the entire event, including training efforts beforehand.

Emergency Management will conduct an After-Action Review following each EOC activation and exercise, for the purpose of identifying lessons learned. All involved Emergency Response Team members, departments, and key personnel will be included in the AAR process to provide feedback and identification of areas for improvement and recommendations, as well as to identify things that work well and should be retained. Emergency Management will complete a corrective action plan to capture the items learned from the AAR, assign responsible parties for implementation, and follow-up with those parties to ensure the corrective actions are taken.

C. Revision & Maintenance Schedule

The Public Safety office will update this plan every two years or whenever is required by changes in state or federal law, with supplemental updates done as the need arises. The complete update will be submitted to the Emergency Response Team for review prior to formal adoption by the college.

Annexes

Communications

1. Purpose

To provide guidance for the dissemination, collection, and verification of information to the media, public, and other stakeholders during emergencies or disasters.

Primary Core Capabilities

Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate
Planning	Conduct a systematic process engaging the whole college as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Risk and Disaster Resilience	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience
Economic Recovery	Return economic and operational activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically stable community college.

2. Situation Overview

3.1. All hazards have the potential to create the need for the dissemination of information from the college to employees, residents, outside agencies, media and other stakeholders.

3. Concept of Operations

4.1. Some functions of this department may include, but are not limited to, the following:
The college's PIO will collect and verify initial information and compile it for dissemination. Initial dissemination may be limited to the EOC and others on a "need-to-know" basis. The Public Information Officer (PIO) will supply accurate, consistent and clear information to the college community, media, the public, and local governments, and approved by the Incident Commander.

Communications Continued

Core Capability

Mission Area	Core Capability	Critical Task
Prevention	Public Information and Warning	Share prompt and actionable messages with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on emergencies.
Prevention	Public Information & Warning	Provide public awareness information to inform the college community as it relates to threats made known by local law enforcement authorities, thereby enabling the public to act as a force multiplier in the prevention of imminent or follow-on acts of violent intruders.
Protection	Public Information & Warning	Understand how to use the warning systems to communicate significant hazards to involved operators, security officials, and the public.
Mitigation	Public Information & Warning	Communicate appropriate information, in an accessible manner, on the risks faced within a community after the conduct of a risk assessment.
Response	Public Information & Warning	Inform all affected segments of the college community of critical lifesaving and life-sustaining information by all means necessary, including accessible tools, to the public to take protective actions.
Response	Public Information & Warning	Deliver credible and actionable messages to inform the public about protective measures and other life-sustaining actions, and facilitate the transition to recovery.
Recovery	Public Information & Warning	Reach all populations within the community with effective actionable recovery related public information messaging and communications that are accessible to people with disabilities and people with limited English proficiency; protect the health and safety of the affected population; help manage expectations; and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities.
Recovery	Public Information & Warning	Support affected populations and stakeholders with messages that provide appropriate, current information about any continued assistance, steady state resources for long-term impacts, and monitoring programs in an effective and accessible manner.
Response	Planning	Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the timeframe contemplated in the plan using available resources

Recovery	Planning	Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, technology, and risk assessment considerations (including projected climate change impacts), which will be implemented in accordance with the timeline contained in the plan.
Response	Planning	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources to help meet needs and stabilize the incident.

4. Information Analysis

The Public Information Officer will review EOC reports (verbal and written) and help present them to the Executive Cabinet to ensure all needed and necessary information is shared with the public in a timely manner.

5. Information Dissemination

The college will utilize HC Text Alert, email, press releases, and social media posts to disseminate information to students as needed.

Emergency Management

1. Purpose

Provides effective direction, control, and coordination of emergency management functions and activities during an emergency or disaster operations and to ensure the continued operation of local government during and after an incident. Support all departments in emergency management prevention protection, mitigation, response and recovery.

Primary Core Capabilities

Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Threats and Hazards Identification	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of our community or entity
Operational Communication	Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impact area and all response forces.
Situational Assessment	Provide all decision makers with decision relevant information regarding the nature and extent of the hazard, any cascading effects and the status of the response.

Support Core Capabilities

Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community with clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate
Risk & Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase its resilience
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

2. Situation Overview

Disasters and emergencies have occurred and will occur at and around Highline College. Through a process of hazard identification and vulnerability analysis it is determined that the college is vulnerable to numerous technological and natural hazards. These hazards include but are not limited to wind, rain and snowstorms; earthquake; flood; landslide; tsunamis; airplane crashes; search and rescue emergencies; civil disturbance; explosion; structural collapse; hazardous material incident; major fire; volcanic eruption and infrastructure failure.

3. Concept of Operations

Upon notification of an incident or emergency the Emergency Manager will alert and notify the appropriate emergency management staff and officials, activate the EOC (if necessary) and implement the CEMP. Emergency Management will support the Incident Commander by establishing a liaison with other organizations and entities and implement appropriate plan elements to support response and recovery operations.

The “Whole Community” approach attempts to engage the full capacity of the public, including individuals, families, households and communities: private and nonprofit sectors; and local, tribal, state and Federal governments. In the context of the college this includes our students, staff, community members covered under the Americans with Disabilities Act, community members with disabilities and Access and Functional Needs, people, people with Limited English Proficiency, and culturally diverse populations.

Core Capability

Mission Area	Core Capability	Critical Task
Protection	Planning	Develop protection plans that identify critical objectives based on planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the planning objectives, and implement planning requirements within the timeframe, contemplated within the plan using available resources for protection-related plans.
Mitigation	Planning	Implement, exercise, and maintain plans to ensure continuity of operations.
Response	Planning	Develop approved hazard mitigation plans that address relevant threats/hazards in accordance with the results of their risk assessment within all local, state, tribal, territorial, and Federal partners.
Recovery	Planning	Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the timeframe contemplated in the plan using available resources.
Recovery	Planning	Manage the Emergency Response Team and set objectives for the groups operational readiness.
Recovery	Planning	Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, technology, and risk assessment considerations (including projected climate change impacts), which will be implemented in accordance with the timeline contained in the plan.
Response	Operational Communication	Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between the college and local first responders.

Response	Operational Communication	Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and a transition to recovery.
Response	Operational Communication	Re-establish critical information networks, including cybersecurity information sharing networks, to inform situational awareness, enable incident response, and support the resilience of key systems.
Response	Situational Assessment	Re-establish critical information networks, including cybersecurity information sharing networks, to inform situational awareness, enable incident response, and support the resilience of key systems.
Response	Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
Response	Situational Assessment	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.
Recovery	Operational Coordination	Establish tiered, integrated leadership and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities.
Recovery	Disaster Resilience	Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning.
Recovery	Disaster Resilience	Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, technology, and risk assessment considerations (including projected climate change impacts), which will be implemented in accordance with the timeline contained in the plan.

4. Direction, Control & Coordination

Horizontal Integration

Emergency Management communicates and collects all situation updates and assessments from all departments continuously throughout the event. Information is then

analyzed, interpreted and put in a written report with future state goals and objectives that are SMART.

Vertical Integration

Emergency management present reports to the policy group for decision making and policy building. Emergency management also communicates policy decisions from the executive cabinet to the departments and stakeholders involved.

5. Information collection, analysis, and dissemination

Information collection

Information collection provides situational awareness to leadership and promotes informed decision making. Accordingly, the college will collect, analyze, and disseminate information during an emergency to both internal and external response partners as well as the public.

Essential Elements of Information (EEI)

Essential elements of information are any critical information required by college personnel to perform their assigned emergency management mission. EEI may be both broad with applicability to any incident, and narrow, with focus on a particular type of incident. As much as possible, EEIs will be developed in advance of an incident.

These are the basic elements that the emergency manager should gather upon implementation of an incident action plan:

1. What is the location and nature of the emergency?
2. What department or outside resources are already committed to the emergency?
3. What additional department resources are needed to contain the incident or deal with initial impacts?
4. Do we have sufficient resources to contain the incident or deal with initial impacts? If not, immediately communicate this to the EOC.
5. What is the immediate impact to department employees (injuries, deaths, inability to reach the college, etc.)?
6. What is the immediate impact to department facilities (damage, destruction, loss of utilities, etc.).

Information analysis

During an incident, the EOC collects a large amount of information from multiple internal and external sources. This data is analyzed by the EOC and other stakeholders to distill into information that can be used to support decision-making. This function is typically handled by

the Situational Awareness Section of the college EOC, or by the EOC Director if the Situational Awareness Section is not activated.

Information dissemination

Emergency Management helps to integrate stakeholders and works with senior officials to facilitate the development of policy direction for incident support. EOC personnel work with legal counsel, authorize relevant protocols and procedures for response and coordination, and ensure the dissemination of timely, accurate, and accessible information to the public. In addition, the staff in an EOC liaise with other government agencies at all levels.

Information Technology

1. Purpose

Summary- Information technology plays a significant role in all mission areas, providing timely, predictable, and effective infrastructure and technical support needed by the college involved in emergency operations and decision-making processes.

Primary Core Capabilities

Cybersecurity	Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Network Connectivity	Functions essential to the colleges operations should be protected, on back-up power, and have built in redundancy.

Support Core Capabilities

Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities
Interdiction & Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Long-term vulnerability reduction	Build and sustain resilient systems, critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Situational assessment	Provide all decision-makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

2. Situation overview

Information is crucial for effective emergency or disaster management. ITS keeps all information sources up and running, including city computer networks, hardware, and devices and radio communications.

3. Concept of Operations

Information Technology (ITS) is a division of the Finance Department; however they have a critical role in supporting all college functions. During an emergency, ITS has a responsibility to support the EOC and to restore critical college functions, based on pre-established priorities, while accounting for any critical needs that arise during the incident. During an ITS specific emergency, such as a cyber attack or critical hardware failure, ITS will have a lead role in response to the incident.

Mission Area	Core Capability	Critical Task
Protection	Identity Verification	Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.
Protection	Cybersecurity	Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts.
Protection	Cybersecurity	Implement and maintain procedures to detect malicious activity and to conduct technical and investigative-based countermeasures, mitigations, and operations against malicious actors to counter existing and emerging cyber-based threats, consistent with established protocols.
Prevention	Planning	Identify critical objectives during the planning process, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the timeframe contemplated within the plan using available resources for prevention-related plans.
Protection	Planning	Implement, exercise, and maintain cybersecurity and redundancy plans to ensure continuity of operations.
Mitigation	Planning	Develop approved hazard mitigation plans that address relevant threats/hazards in accordance with the results of their risk assessment within all local, state, tribal, territorial, and Federal partners.

Response	Planning	Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the timeframe contemplated in the plan using available resources.
Prevention	Operational Coordination	Establish and maintain partnership structures among Protection elements to support networking, planning, and coordination.
Mitigation	Operational Coordination	Establish protocols to integrate mitigation data elements in support of operations with local, state, tribal, territorial, and insular area partners and in coordination with Federal agencies.
Response	Infrastructure Systems	Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery
Response	Infrastructure Systems	Provide for the clearance, removal, and disposal of debris.
Response	Infrastructure Systems	Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner
Mitigation	Long-term vulnerability reduction	Achieve a measurable decrease in the long-term vulnerability of the college against current baselines amid a growing population base, changing climate conditions, increasing reliance upon information technology, and expanding infrastructure base.
Response	Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.

4. Direction, Control & Coordination

Horizontal Integration

Support technology needs during relocation activities in accordance with the COOP Plan.

- Coordinate the recovery operations of the college's computer and telephone systems as well as restoration of data following disaster situations.
- Provide telecommunications and computer support to the Emergency Operations Center.

Vertical Integration

- Provide college departments with guidance and direction for the protection of computer hardware, software, data, and college telephone systems.
- Advise the EOC and/or the executive cabinet on status and capability of college-wide emergency communications systems during emergency response and recovery.

5. Information collection, analysis & dissemination

Essential Elements of Information (EEIs)

The college has established Essential Elements of Information for various departments and incidents within the EOC. These are the basic EEI's that every department should gather upon implementation of this plan:

1. What is the location and nature of the emergency?
2. What department or outside resources are already committed to the emergency?
3. What additional department resources are needed to contain the incident or deal with initial impacts?
4. Do we have sufficient resources to contain the incident or deal with initial impacts? If not, immediately communicate this to the EOC.
5. What is the immediate impact to department employees (injuries, deaths, inability to reach the college, etc.)?
6. What is the immediate impact to department facilities (damage, destruction, loss of utilities, etc.) Information gathered during this initial phase should be communicated as soon as possible to the EOC, with the exception of resource deficiencies, which should be reported immediately.

Information Analysis

The ITS Department will assess the ITS infrastructure for the college. As a lifeline, the generator will be re-established first to ensure the other important infrastructure can be restored. ITS has a list of infrastructure dependencies to check for restoration are data center power, Okta authentication, the palo alto firewall, All other system outages will be communicated to the EOC so a plan can be developed guiding the ITS department towards the most critical needs.

Information Dissemination

ITS will inform the EOC regularly on all systems and their status. Urgent changes will be communicated immediately to the EOC. Any needs will be requested through the EOC to outside organizations and partners. IT may also be responsible for dissemination information to King County, Washington State EMD and/or WATech, the Washington

State Fusion Center, and various other state or federal agencies in the event of a cyber-attack.

Public Safety

1. Purpose

The role of Public Safety is to serve the community and uphold the law to promote a safe, secure and orderly society. It does this through preserving peace, protecting life and property, preventing the commission of offenses, detecting and apprehending offenders, and helping those in need of assistance.

Primary Core Capabilities

Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Operational Coordination	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Intelligence & Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the college.
Interdiction & Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search & Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, camera monitoring, or

	physical investigation and intelligence.
Physical Protective Measures	Implement and maintain risk-informed countermeasures and policies protecting people, structures, state resources, products, and systems associated with critical operational activities.
Risk Management for Protection Programs	Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
On-Scene Security, Protection and Law Enforcement	Ensure a safe and secure environment for the college community and response personnel engaged in lifesaving and life-sustaining operations.

Support Core Capabilities

Access Control & Identity Verification	Apply and support technology and hardware that physically secures campus locations.
Community Resilience	Enable the recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals.
Environmental Response/Health & Safety	Coordinate appropriate measures to ensure the protection of the health and safety of the response workers, as well as the environment, from all hazards in support of responder operations and the affected communities.

Mass Search & Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impact area and all response forces.
Public Health, healthcare, & EMS	Provide lifesaving medical treatment via first aid.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
Natural & Cultural Resources	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and Executive orders.

2. Direction, Control, & Coordination

2.1. Horizontal Integration

The Public Safety Department works closely with ITS and the Facilities team. Public Safety is usually the first on the scene for campus incidents and conducts initial situation assessments and to begin the response efforts. The Public Safety Department can decide to activate the Emergency Response Team and/or activate the Emergency Operations Center. Additionally, the Public Safety Department works with outside agencies when the level of response is beyond the Department capabilities.

2.2. Vertical Integration

Communication to the EOC is through the Incident Commander or their designee directly to the EOC. The Public Safety department works within the Command and rely on the EOC if activated to communicate to the Policy Group and community as needed. The Police department communicates emergency policy decisions to all police department employees.

3. Information Collection

A number of different types of information may be collected by the Public Safety department during a large emergency or disaster. Information may come from the office dispatch, from police agencies, from the Fusion Center, from the State Board, and from the public. Depending on the type of incident, some of this information may be sensitive and require special safeguards.

4. Information collection, analysis & dissemination

Essential Elements of Information (EEIs)

The college has established Essential Elements of Information for various departments and incidents within the EOC. These are the basic EEI's that every department should gather upon implementation of this plan:

1. What is the location and nature of the emergency?
2. What department or outside resources are already committed to the emergency?
3. What additional department resources are needed to contain the incident or deal with initial impacts?
4. Do we have sufficient resources to contain the incident or deal with initial impacts? If not, immediately communicate this to the EOC.
5. What is the immediate impact to department employees (injuries, deaths, inability to reach the City, etc.)?
6. What is the immediate impact to department facilities (damage, destruction, loss of utilities, etc.) Information gathered during this initial phase should be communicated as soon as possible to the EOC, with the exception of resource deficiencies, which should be reported immediately.

5.1 Information Analysis

The Public Safety department will analyze all information that is available to it during an emergency or disaster, particularly as it relates to life safety or possible criminal activity. Analyzed information will be provided to the EOC. Depending on the type of information and incident, the Public Safety department may have to provide an officer in the situation awareness unit of the EOC to receive, analyze, and disseminate sensitive information to parties who "need to know".

5.2 Information Dissemination

Public Safety will inform the EOC regularly on all response operations and security status. Urgent changes will be communicated immediately to the EOC. Any needs will be requested through the EOC to outside organizations and partners. Public Safety may also be responsible for dissemination information to King County, Washington State EMD and/or WATech, the Washington State Fusion Center, and various other state agencies in the event of a cyber-attack.

Facilities

1. Purpose

To coordinate and organize utility systems, engineering activities, coordinate receipt of resource, technical assistance and expertise, construction management, and other support in response to an emergency or disaster.

Primary Core Capabilities

Supply Chain Integrity and Security	Strengthen the security and resilience of the supply chain for campus.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Long-term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure, and key resources lifelines to reduce their vulnerability to natural, changing climate conditions, increasing reliance upon information technology, and expanding infrastructure base.
Infrastructure Systems	Stabilize critical infrastructure functions minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient college community.

Support Core Capabilities

Physical Protective Measures	Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
Risk and Disaster Reliance Assessment	Assess risk and disaster resilience so that decision-makers, responders, and the college community can take informed action to reduce their entity's risk and increase its resilience.
Threat and Hazard Identification	Identify the threats and hazards that occur in

	the geographic area, determine the frequency and magnitude, and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the ERT with the use of clear, consistent, accessible, information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Situational Assessment	Provide all decision-makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

2. Situation Overview

Facilities have an essential role in all phases of emergency management and provide a considerable share of the combined effort. Staffing during an emergency event is situational, with the participation of various persons and agencies shifting according to specific needs. For instance, in natural events (floods, tornadoes, earthquakes, etc.), involvement tends to increase for Public Works, particularly in the areas of response and recovery.

3. Concept of Operations

Most large emergencies and disasters require direct response from Public Works, with many of them being almost exclusively Public Works issues. Public Works has a significant role in mitigation by providing much of the required engineering and technical expertise. It also plans, constructs and operates most of the community's protective and lifeline facilities in which all community activity and health depend:

- Transportation - streets, highways, bridges, airports, terminals, harbors
- Utility systems - water, sewer, electric, gas, etc.

- Drainage and flood control systems
- Communication facilities - telephone, cable television, etc. Whether public or privately owned, these all are most often located on public rights-of-way or on public property, and Public Works must concern itself about the condition and continued operation of such critical facilities regardless of ownership.

4. Organization

Highline College operates under an Executive Council with the President serving as the chief executive.

5. Direction, control & coordination

6.1. Horizontal Integration

Facilities coordinates with all college departments, as well as contractors and vendors, to accomplish life safety missions during emergencies and disasters. Post-disaster, Facilities coordinates with those departments to help return the college to a state of normal operations.

6.2. Vertical Integration

Facilities is often the second department on scene to most urgent incidents facing the college. They operate and maintain all college owned equipment and have access to a significant amount of college resources, requiring them to manage equipment needs for and coordinate those needs through the EOC or the Emergency Manager.

6. Information Collection, Analysis, & Dissemination

6.1 Essential Elements of Information (EEIs)

The college has established Essential Elements of Information for various departments and incidents within the EOC. These are the basic EEI's that every department should gather upon implementation of this plan:

1. What is the location and nature of the emergency?
2. What department or outside resources are already committed to the emergency?
3. What additional department resources are needed to contain the incident or deal with initial impacts?
4. Do we have sufficient resources to contain the incident or deal with initial impacts? If not, immediately communicate this to the EOC.
5. What is the immediate impact to department employees (injuries, deaths, inability to reach the City, etc.)?

6. What is the immediate impact to department facilities (damage, destruction, loss of utilities, etc.) Information gathered during this initial phase should be communicated as soon as possible to the EOC, with the exception of resource deficiencies, which should be reported immediately.

6.2 Information Analysis

Analyze incoming information to determine courses of action for response and recovery activities. Participate in after actions and debriefs in order to provide information on response successes and vulnerabilities.

6.3. Information Dissemination

Ensure that all staff responding to an incident receive the goals and objectives defined by the incident commander. Ensure that facilities staff understand the need to report information to their respective section Chief or the EOC and have the ability to do so. Ensure that information passed down from the EOC or Policy group gets to appropriate staff members. Coordinate public information needs with the PIO and the EOC.

- Ensuring Effective Emergency Preparedness, Response and Recovery For Individuals with Access and Functional Needs A checklist for Emergency Managers.
- Tips & Tools for Reaching Limited English Proficient Communities in Emergency Preparedness, Response, and Recovery