

Emergency Operations Plan



Waco, Texas

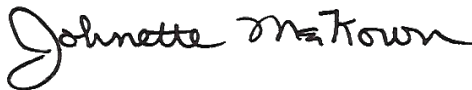
Promulgation Statement

McLennan Community College is committed to the safety and security of students, faculty, staff, and visitors on campus. In the event of a natural or technologic disaster, or intentional/terroristic act affecting McLennan Community College, the College is prepared to implement plans and procedures to protect lives and property.

The purpose of this plan is to provide direction and guidance to MCC and supporting agencies. It constitutes a directive for this organization to prepare for and execute assigned emergency tasks to ensure maximum survival of the population and property in the event of a disaster or other overwhelming event.

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

MCC supports the recommendations stated within this document and commits its resources to ongoing training, exercises, and maintenance required to keep this plan current.



McLennan Community College
President Johnette McKown

09/22/2025

Date

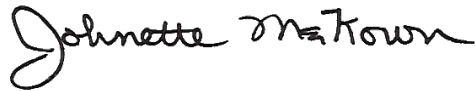
APPROVAL & IMPLEMENTATION

McLennan Community College

EMERGENCY OPERATIONS PLAN

This Basic Plan is the core of the McLennan Community College (MCC) Multi-hazard Emergency Operations Plan (EOP). This EOP, including its supporting documents, provides a framework that outlines our intended approach to manage incidents of all types. It is designed to allow for integration with local, state, and federal emergency management agencies. This EOP is reviewed and updated at least annually and is to be regarded as guidelines rather than performance guarantees.

This emergency operations plan is hereby approved. This plan is effective immediately and supersedes all previous editions.



Johnette McKown
President

09/22/2025

Date Signed

Record of Changes

Change Number	Date Entered	Entered By	Summary of Changes
1	07/12/12	L. Wilhelm	Page 49
2	11/2/2012	L. Wilhelm	VII, 30,37,51,52,70, 96
3	12-2019	Frank Patterson	All page's review and update
4	09-2021	Frank Patterson	Minor changes throughout
4	02-2022	Frank Patterson	Review and Update
5	09-2022	Frank Patterson	Cross walked to meet TXSSC criteria Minor changes throughout document
6	04-2023	Frank Patterson	Cross walked to meet TXSSC check list and minor revisions
7	10-2023	Frank Patterson	Plan review, update threat matrix and College logo
8	07-2024	Frank Patterson	Annual Plan Review and update
9	08-2024	Frank Patterson	Update signature of Board President and adoption of Plan
10	02-2025	Frank Patterson	Update plan based on TSSC feedback and plan review
11	06-2025	Frank Patterson	Review and Update plan based on TSSC evaluation criteria

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ANNEXES

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Annex V	Active Threat/Shooter
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I. AUTHORITY

A. Federal

1. Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121
2. Emergency Planning and Community Right-to-Know Act, 42 U.S.C. Chapter 116
3. Emergency Management and Assistance, 44 CFR
4. Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
5. Homeland Security Act of 2002
6. Homeland Security Presidential Directive. *HSPD-5*, Management of Domestic Incidents
7. Homeland Security Presidential Directive, *HSPD-3*, Homeland Security Advisory System
8. National Incident Management System
9. National Response Framework
10. National Strategy for Homeland Security, July 2002
11. Nuclear/Radiological Incident Annex of the National Response Framework

B. State

1. Texas Education Code Chapter 37.108
2. Government Code, Chapter 421 (Homeland Security)
3. Government Code, Chapter 433 (State of Emergency)
4. Government Code, Chapter 791 (Inter-local Cooperation Contracts)
5. Health & Safety Code, Chapter 778 (Emergency Management Assistance Compact)
6. Executive Order of the Governor Relating to Emergency Management
7. Executive Order of the Governor Relating to the National Incident Management System
8. Administrative Code, Title 37, Part 1, Chapter 7 (Division of Emergency Management)
9. *The Texas Homeland Security Strategic Plan*, Parts I and II, December 15, 2003
10. *The Texas Homeland Security Strategic Plan*, Part III, February 2004
11. Government Code, Chapter 418 (Emergency Management)

C. MCC Specific

1. Purchasing Policy reference D-X effective date November 21, 2018
2. Purchasing Ethics Policy Reference D-X-a effective date February 21, 2011
3. Purchasing Policy Historically Underutilized Business involvement reference D-X-b effective date November 26, 2001
4. Budget Administration Policy D-III-b emergency purchase section effective date January 1, 2017
5. Response Plan to Campus Electrical Failure Reference E-XXVIII-c effective date February 21, 2011
6. National Incident Management System (NIMS) reference E-XVI effective date November 26, 2019

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II. PURPOSE

This Basic Plan outlines McLennan Community College's approach to an emergency. It provides general guidance for emergency management activities and an overview of MCC's methods of prevention, mitigation, preparedness, response, and recovery. The plan describes MCC's emergency response organization and assigns responsibilities for various emergency tasks. This plan is intended to empower employees in an emergency and to clarify emergency roles and responses. It is also intended to provide a framework for more specific functional annexes that describe in more detail those employees' responsibilities for specific duties under specific circumstances. This plan applies to all MCC administration, faculty, staff, and students. The primary audience for this document includes the staff tasked within the document or annexes, MCC Campus Police, Safety and Security Committee, Administration, Building Preparedness Coordinators, leaders of local volunteer organizations that support emergency operations, and others who may participate in prevention, mitigation, preparedness, response and recovery efforts.

This Basic Plan outlines MCC's approach to emergency management and operations. It has been developed to protect the faculty, staff, students, and visitors during an emergency situation. This plan takes an all-hazard approach to emergency management and plans for prevention, mitigation, preparedness, response, and recovery.

Although emergencies/disasters and catastrophic incidents typically result in impacts far beyond the immediate or initial incident area, the EOP provides a framework to enable the management of cascading impacts and multiple incidents as well as the prevention of and preparation for subsequent events.

It is the responsibility of those referenced in this plan to integrate their departmental procedures, guidelines, and emergency management activities such as task performance and organization, while also participating in training, exercises and plan integration and maintenance needed to support a collective process.

Additionally, the EOP

- Outlines the duties and responsibilities of the College divisions and departments.
- Empowers employees in an incident to act quickly and knowledgeably.
- Informs and train key stakeholders on their roles and responsibilities before, during, and after an incident.
- Provides other members of the community with assurances that the College has established guidelines and procedures to respond to incidents/hazards in an effective way.
- Establishes intra-agency and multi-jurisdictional mechanisms for involvement in, and coordination of, incident prevention, response and recovery operations.
- Provides guidance for emergency operations and the utilization of all available BTC resources for the protection of lives, property, and the continuance of college operations in an emergency.

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Missions and Goals

1. The mission of McLennan Community College in an emergency or disaster is to:
 - a. Protect lives and property;
 - b. Mitigate the effects of the disaster;
 - c. Respond to emergencies promptly and properly; and
 - d. Aid in recovery from disasters.

2. The goals of the McLennan Community College Emergency Operations Plan is to:
 - a. Provide emergency response plans, services, and supplies for all facilities and employees;
 - b. Coordinate the use of College personnel and facilities;
 - c. Restore normal services and educational activities as quickly as possible; and
 - d. Provide detailed and accurate documentation of emergencies to aid in the recovery process.

III. EXPLANATION OF TERMS

A. Acronyms

AAR	After Action Report
ARC	American Red Cross
CFR	Code of Federal Regulations
DDC	Disaster District Committee
DHS	Department of Homeland Security
EMC	Emergency Management Coordinator
EMD	Emergency Management Director
EOC	Emergency Operations or Operating Center
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency, an element of the U.S. Department of Homeland Security
Hazmat	Hazardous Material
HSPD-5	Homeland Security Presidential Directive 5
ICP	Incident Command Post
ICS	Incident Command System
IP	Improvement Plan
JFO	Joint Field Office
JIC	Joint Information Center
NIMS	National Incident Management System
NRF	National Response Framework
OSHA	Occupational Health & Safety Administration
PIO	Public Information Officer
SOPs	Standard Operating Procedures
SOC	State Operations Center
TDEM	Texas Division of Emergency Management or Division of Emergency Management
TRRN	Texas Regional Response Network
TSA	The Salvation Army

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B. Definitions

1. **Area Command (Unified Area Command)**. An organization established (1) to oversee the management of multiple incidents that are each being managed by an ICS organization or (2) 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 that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional.
2. **MCC Command Center (Emergency Operations Center)**. Normally, the MCC Emergency Operations Center will be located on the third floor of the Administration Building in the Emergency Management Conference Room. The senior member of the Policy Group will decide which office or room will serve as the Emergency Operations Center meeting room. In the event that offices in the Administration Building are not safe to occupy, the Policy Group may relocate to a more secure Emergency Operations Center. The secondary Emergency Operations Center is located in the Learning Technology Center, ground floor (Information Systems & Services). If the secondary site is not available, the alternate site is in the Community Services Center, room B08 (Central Duplicating/Switchboard). The off-campus location will be the McLennan House (1728 Powell Drive). If the situation warrants, and at the discretion of the senior Policy Group member present, the Emergency Operations Center may be moved to any other room or facility, on- or off-campus.
3. **Disaster District**. Disaster Districts are regional state emergency management organizations mandated by the Executive Order of the Governor relating to Emergency Management whose boundaries parallel those of Highway Patrol Districts and Sub-Districts of the Texas Department of Public Safety.
4. **Disaster District Committee**. The DDC consists of a Chairperson (the local Highway Patrol captain or command lieutenant) and representatives of the state agencies and volunteer groups represented on the State Emergency Management Council with resources in the district. The DDC Chairperson, supported by committee members, is responsible for identifying, coordinating the use of, committing, and directing state resources within the district to respond to emergencies.
5. **Emergency Operations or Operating Center**. Specially equipped facilities from which college and/or government officials exercise direction and control and coordinate necessary resources in an emergency situation.
6. **Public Information**. Information that is disseminated to the public via the news media before, during, and/or after an emergency or disaster.
7. **Emergency Situation**. As used in this plan, this term is intended to describe a *range* of situations, from a minor incident to a catastrophic disaster. It includes the following:

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- a. **Incident.** An incident is a situation that is limited in scope and its potential effects on people, the college, or community. Characteristics of an incident include:
- 1) Involves a limited area and/or limited population.
 - 2) Evacuation or in-place sheltering is typically limited to the immediate area of the incident.
 - 3) Warning and public instructions are provided in the immediate area, not community-wide.
 - 4) One or two local response agencies or departments acting under an incident commander normally handle incidents. Requests for resource support are normally handled through agency and/or departmental channels.
 - 5) May require limited external assistance from other local response agencies or contractors.
 - 6) For the purposes of the NRF, incidents include the full range of occurrences that require an emergency response to protect life or property.
- b. **Emergency.** An emergency is a situation that is larger in scope and more severe in terms of actual or potential effects than an incident. Characteristics include:
- 1) Involves a large area, significant population, or important facilities.
 - 2) May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
 - 3) May require community-wide warning and public instructions.
 - 4) Requires a sizable multi-agency response operating under an incident commander.
 - 5) May require some external assistance from other local response agencies, contractors, and limited assistance from state or federal agencies.
 - 6) The EOC will be activated to provide general guidance and direction, to coordinate external support, and to provide resource support for the incident.
 - 7) For the purposes of the NRF, an emergency (as defined by the Stafford Act) is “any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of catastrophe in any part of the United States.”
- c. **Disaster.** A disaster involves the occurrence or threat of significant casualties and/or widespread property damage that is beyond the capability of the local government to handle with its organic resources. Characteristics include:
- 1) Involves a large area, a sizable population, and/or important facilities.
 - 2) May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
 - 3) Requires community-wide warning and public instructions.
 - 4) Requires a response by all local response agencies operating under one or more incident commanders.

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- 5) Requires significant external assistance from other local response agencies, contractors, and extensive state or federal assistance.
 - 6) The EOC will be activated to provide general guidance and direction, provide emergency information to the public, coordinate state and federal support, and coordinate resource support for emergency operations.
 - 7) For the purposes of the NRF, a *major disaster* (as defined by the Stafford Act) is any catastrophe, regardless of the cause, that in the determination of the President of the United States causes damage of sufficient severity and magnitude to warrant major disaster federal assistance.
8. **Catastrophic Incident.** For the purposes of the NRF, this term is used to describe any natural or manmade occurrence that results in extraordinary levels of mass casualties, property damage, or disruptions that severely affect the population, infrastructure, environment, economy, national morale, and/or government functions. An occurrence of this magnitude would result in sustained national impacts over prolonged periods of time, and would immediately overwhelm local and state capabilities. All catastrophic incidents are Incidents of National Significance.
9. **Hazard Analysis.** A document, published separately from this plan that identifies the local hazards that have caused or possess the potential to adversely affect public health and safety, public or private property, or the environment.
10. **Hazardous Material (Hazmat).** A substance in a quantity or form posing an unreasonable risk to health, safety, and/or property when manufactured, stored, or transported. The substance, by its nature, containment, and reactivity, has the capability for inflicting harm during an accidental occurrence. Is toxic, corrosive, flammable, reactive, an irritant, or a strong sensitizer and poses a threat to health and the environment when improperly managed. Includes toxic substances, certain infectious agents, radiological materials, and other related materials such as oil, used oil, petroleum products, and industrial solid waste substances.
11. **Incident Commander.** The Incident Commander would normally be the MCC Chief of Police and is responsible for carrying out the ICS function of command – ICS are operations, planning, logistics, and finance/administration. For small-scale incidents, the incident commander and one or two individuals may perform all of these functions. For larger incidents, a number of individuals from different local emergency response agencies may be assigned to separate staff sections charged with those functions.
12. **Incident of National Significance.** An actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of federal, state, local, tribal, nongovernmental, and/or private sector entities in order to save lives and minimize damage, and provide the basis for long-term communication recovery and mitigation activities.

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13. **Inter-local agreements**. Arrangements between governments or organizations, either public or private, for reciprocal aid and assistance during emergency situations where the resources of a single jurisdiction or organization are insufficient or inappropriate for the tasks that must be performed to control the situation. Commonly referred to as a mutual aid agreement.
14. **Stafford Act**. The Robert T. Stafford Disaster Relief and Emergency Assistance Act authorizes federal agencies to undertake special measures designed to assist the efforts of states in expediting the rendering of aid, assistance, emergency services, and reconstruction and rehabilitation of areas devastated by disaster.
15. **Standard Operating Procedures**. Approved methods for accomplishing a task or set of tasks. SOPs are typically prepared at the department or agency level.

IV. SCOPE, SITUATION AND ASSUMPTIONS

A. Scope

This plan and all contents contained herein shall apply to all college personnel participating in *prevention, mitigation, preparedness, and response and recovery* efforts. An incident or event affecting MCC may also impact the surrounding community; therefore, this plan and all contents contained herein shall support the Waco McLennan County Emergency Management Plan and any supporting Memorandums of Understanding (MOU) and/or Memorandums of Agreement (MOA).

The College's EOP outlines the expectations of college personnel; roles and responsibilities; direction and control systems; internal and external communications; training and sustainability of the EOP; authority and references as defined by Local, State, and Federal government mandates; common and specialized procedures; and specific hazard vulnerabilities and response/recovery for MCC.

B. Situation

McLennan Community College is exposed to many hazards, all of which have the potential for disrupting the college community, causing casualties, and damaging or destroying public or private property. A summary of MCC's major hazards are provided in Table 1. This list takes into consideration the probability of this hazard occurring, the human impact, facility impact, and institutional impact of an identified hazard.

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Table 1

Major Hazards, Relative Risks and Possibility of Occurrence (Hazard Analysis Table)

HAZARD	PROBABILITY (0-9)	SEVERITY OF IMPACT- LIFE SAFETY (0-10)	SEVERITY OF IMPACT- PROPERTY (0-3)	SEVERITY OF IMPACT- OPERATIONS (0-6)	TOTAL SCORE
<i>NATURAL</i>					
DROUGHT	9	0	0	0	9
EARTHQUAKE	1	6	2	4	13
FLASH FLOODING	3	2	2	3	10
TORNADO	6	8	3	4	21
WILDFIRE	3	2	1	2	8
WINTER STORM	6	2	1	2	11
<i>TECHNOLOGICAL</i>					
UTILITY DISRUPTION	3	2	1	4	10
HAZARDOUS MATERIAL (FIXED SITE)	1	6	1	2	10
MAJOR STRUCTURAL FIRE	3	2	3	4	12
WATER SYSTEM FAILURE	3	2	0	4	9
<i>BIOLOGICAL</i>					
VIRUS	3	6	0	4	13
VIRUS (PANDEMIC)	3	8	0	6	17
BACTERIAL	3	6	0	2	11
<i>SECURITY</i>					
ACTIVE SHOOTER	3	10	2	6	21
BOMB THREAT	3	3	0	3	9
CIVIL DISORDER	1	6	2	2	11
CYBER SECURITY	6	0	0	6	12
TERRORISM	1	2	2	2	7

C. Geographical Location

- a. The main campus for McLennan Community College is located at the convergence of the Bosque and Brazos Rivers. The campus is bordered by the heavily wooded Cameron Park on the south and east and two major thoroughfares on the north and west. Twenty six buildings are located on the 250-acre main campus.
- b. Highlander Ranch consists of 200 acres located approximately 6 miles north of the main campus. The ranch contains a classroom/lab building, a large maintenance shed, a 40,000-square-foot pavilion, a large barn with an attached enclosed arena, a separate stallion barn with living area and offices, and two separate living areas. The classroom and maintenance shed are in an area of the ranch that readily floods.

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- c. The Emergency Services Education Center is located on 43 acres at the base of the Waco Dam, just south of the Waco Airport. This area currently consists of a 49,000-square-foot office/classroom/ lab building and a 6-story fire tower.

D. Assumptions

1. McLennan Community College will continue to be exposed to and subjected to the impact of those hazards described above and as well as lesser hazards and others that may develop in the future.
2. 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.
3. A single-site emergency, i.e. fire, gas main rupture, chemical leak, etc., could occur at any time without warning, and the employees of the College cannot and should not wait for directions from local response agencies before taking action. Action is required immediately to save lives and protect college property.
4. There may be a number of injuries of varying degrees of seriousness to faculty, staff, and/or students. However, rapid and appropriate response will reduce the number and severity of injury.
5. Outside assistance will be available in most emergency situations. Since it takes time to summon external assistance, it is essential for the College to be prepared to carry out the initial emergency response on an independent basis.
6. Proper mitigation actions, such as creating a positive school environment and fire and safety inspections, can prevent or reduce disaster-related losses. Detailed emergency planning; training of staff, students, and other personnel; and conducting periodic emergency drills and exercises can improve the College's readiness to deal with emergency situations.
7. Any employee of McLennan Community College may be tasked by this EOP.
8. Incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level.
9. External resources may be requested to assist the College if the nature of the incident overwhelms the colleges capability.
10. Incident management activities will be initiated and conducted in accordance with the National Incident Management System (NIMS).
11. Local emergency response resources will be available in emergency situations affecting the College.
12. It is possible for a major disaster to occur any time and any place in or near the College. In some cases, timely dissemination of warnings and increased readiness measures may be possible. However, many disasters can, and may occur with little or no warning.

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13. College officials and representatives recognize their responsibilities for the safety and well-being of students, faculty, staff, and visitors; and assume their responsibilities in the implementation of this emergency EOP.
14. Proper implementation and understanding of these guidelines through training and exercising will reduce or prevent disaster-related losses.
15. The local police and fire departments will respond, where support agreements or mutual aid agreements exist.
16. The College is included in the McLennan County 911 District. All calls made to 911 will also be routed to the Campus emergency phone number 8911.
17. Most emergencies on the College campus will involve multiple responding departments and agencies.
18. Hazardous conditions may follow any major disaster thereby increasing the risk of injuries and death.
19. Casualties will be transported to local area hospitals. (Baylor Scott and White Hillcrest and Accession Providence.)
20. Other College agencies or system components operating on the MCC campus shall coordinate their emergency actions with this EOP.
21. Regardless of the threat or type of emergency, it is possible that the following results may be encountered:
 - Death, injury, or illness of people.
 - Interruption or disruption to transportation
 - Interruption or disruption to normal communications
 - Interruption or disruption to utilities and other essential services
 - Congregation of large numbers of people at the scene, at central locations, etc.
 - Structural damage to streets, buildings, utilities, and other property
 - Extensive need for public information
 - Disruption of business activities

E. Limitations

1. McLennan Community College is committed to providing a safe and hazard-free environment. MCC endeavors to make every effort to respond to the situation with information and resources available at the time. MCC relies on the Waco McLennan County Interjurisdictional Emergency Management Plan. MCC and the surrounding emergency management community have assessed their capabilities to respond to the most likely hazards and measures are in place to address those hazards.

MCC works with the emergency management staff of the City of Waco and McLennan County on almost a daily basis. A cooperative working relationship and team approach between the college and municipal government for emergency response is a major

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strength on which the College relies. Prevention, protection, response, recovery, and mitigation capabilities are incorporated along with the adequacy of training, equipment, and personnel needs.

MCC maintains a commissioned police force, The College is dependent upon the local municipalities for fire and rescue services, hazardous material response capabilities, EMS, bomb squad response, police tactical responses, and assistance in emergency operations staffing and support. A list of current MOA/MOUs is provided in Attachment II.

MCC supports the Waco McLennan County Interjurisdictional Emergency Management Plan and may be called upon to support responses in McLennan County. This EOP addresses all phases of emergency management (prevention, mitigation, preparedness, response and recovery). The College is committed to developing comprehensive robust plans, and training and exercising College emergency responders in coordination with local emergency responders.

V. Concept of Operations

A. Objectives

The objectives of the McLennan Community College emergency operations program are to protect lives and provide for the well-being of the College's faculty, students, staff, and visitors through the prompt and timely response of trained College personnel should an emergency affect the college. To meet these objectives, MCC shall establish and maintain a comprehensive emergency operations program that includes plans and procedures, hazard analysis, security audits, training and exercise, and plan review and maintenance.

B. General

1. It is MCC's responsibility to protect the public health and safety of those on its campus and to preserve property from the effects of hazardous events. The college has the primary role in prevention, identifying and mitigating hazards, preparing for, responding to, and managing the recovery from emergency situations that could affect campus.
2. It is the responsibility of MCC to provide in-service emergency response education for all College personnel and to conduct drills and exercises to prepare College personnel as well as students for an emergency situation. This includes but not limited to, regular drills, departmental exercises. Coordination exercises with the local first response community. New student orientation, student engagement activities. Employee regular professional development trainings, new employee onboarding.
3. To achieve the necessary objectives, an emergency program has been organized that is both integrated (employs the resources of the College, local emergency responders, organized volunteer groups, and businesses) and is comprehensive (addresses prevention, mitigation, preparedness, response, and recovery). This plan is one element of the preparedness activities.

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4. 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. For example, the warning and notification annex addresses techniques that can be used to warn faculty, staff, and students during any emergency situation, whatever the cause.
5. Director of Emergency/Risk Management and the Safety and Security Committee are tasked in this plan and are expected to develop and keep current standard operating procedures that describe how emergency tasks will be performed. The Director of Emergency and Risk Management is charged with providing the training and equipment necessary for an appropriate response are in place.
6. This plan is based upon the concept that the emergency functions that must be performed by MCC personnel 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.
7. MCC has adopted the National Incident Management System (NIMS) in accordance with the President's Homeland Security Directive (HSPD)-5. The College's adoption of NIMS will provide a consistent approach to the effective management of situations involving natural or man-made disasters or terrorism. NIMS allows MCC to integrate its response activities using a set of standardized organizational structures designed to improve interoperability between all levels of government, private sector, and nongovernmental organizations.
8. The Incident Command System (ICS) will be used to manage all emergencies that occur at MCC. Use of the ICS is encouraged to perform non-emergency tasks to promote familiarity with the system. All essential College personnel will be trained in the ICS.
9. 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, as well as 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, MCC will integrate operations with all levels of government, private sector, and nongovernmental organizations through the use of NRF coordinating structures, processes, and protocols.
10. The physical and psychological safety of students, faculty, staff, and others in the community during an incident is addressed throughout every annex. This EOP ensures provisions for supporting the psychological safety of students, faculty, staff, and others in the community during an incident. This includes professional development training for suicide prevention, grief-informed and trauma-informed care. MCC offers free counseling

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for all students on campus, including those taking classes from partner schools through the University Center at MCC. MCC full-time licensed counselors, along with Tarleton part-time practicum and intern counselors work with students presenting with a wide variety of issues, ranging from difficulties in managing stress and affective concerns, relationship and developmental problems, to issues of self-esteem and self-worth, and challenges in transitioning to college life. Practicum and intern counselors are supervised by a Licensed Professional Counselor-Supervisor from Tarleton professional staff. Counseling services are available during regular business hours 8:00 a.m. - 5:00 p.m. Monday-Friday. Crisis counseling is available for those students who may potentially be of harm to themselves or others. These strategies, and additional information regarding psychological safety, are located in the Annex H Health and Medical Part 2.

C. Operational Guidance

In the event of an incident, the College will utilize the definitions below that are predicated on an all-hazard approach. The College acknowledges that most responsibilities and functions performed during an emergency are not hazard specific. Likewise, these guidelines account for activities pre-incident, incident and post-incident; consequently, key areas are noted as the following:

1. **Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Examples: Cyberbullying prevention, pandemic influenza sanitation measures, building access control procedures, security systems and cameras, etc.
2. **Mitigation:** Includes activities to reduce the loss of life and property from natural or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Examples: Structural changes to buildings, elevating utilities, bracing, and locking chemical cabinets, properly mounting lighting fixtures, ceiling systems, cutting vegetation to reduce wildland fires, etc.
3. **Preparedness:** A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action to ensure effective coordination during incident response. Examples: Conducting drills, preparing homework packages to allow continuity of learning if school closures are necessary, etc.
4. **Response:** Activities that address the short-term, direct effects of an incident. Examples: Lockdown, shelter-in-place, evacuation of students, search and rescue operations, fire suppression, etc.
5. **Recovery:** Encompasses both short-term and long-term efforts for the rebuilding and revitalization of affected communities. Examples: Short-term recovery focuses on crisis counseling and restoration of lifelines such as water and electric supply, and critical facilities. Long-term recovery includes more permanent rebuilding.

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The College will employ the six components of the NIMS in all operations, which will provide a standardized framework that facilitates our operations in all phases of emergency management. Attachment III provides further details on the NIMS.

D. National Incident Management System (NIMS)

According to Homeland Security Presidential Directive 5 and the U.S. Department of Education, Institutions of Higher Education are among local agencies that must adopt NIMS if they receive Federal grant funds.

The National Incident Management System (NIMS) is a set of principles adopted by the College. NIMS provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment. This system ensures that those involved in incident response/recovery understand what their roles are and have the tools they need to be effective.

The College has adopted NIMS and the use of the Incident Command System (ICS) and in accordance with the U.S. Department of Education (ED) guidance, has identified “key personnel” such as Executive Leaders; General Personnel; Command Staff and Incident Managers to complete specific courses in order for individuals to meet the organizational NIMS compliance.

The College will participate in local government’s NIMS preparedness programs. Identified College personnel are expected to participate in training and exercising the EOP’s procedures and hazard-specific incident EOPs. The College is charged with ensuring that the training and equipment necessary for an appropriate response will be available.

In a major emergency or disaster, College facilities may be damaged or need to be evacuated, people may be injured, and/or other incident management activities may need to be initiated. These activities must be organized and coordinated to ensure efficient incident management. The Incident Command System (ICS), a component of NIMS, will be used to manage all incidents and major planned events.

For more information on NIMS, see Attachment II: NIMS Summary.

E. Emergency Operations Plan Activation Authority

The plan may be activated by the President, any of the Vice Presidents or the Director of Emergency/Risk Management. The Director of Emergency /Risk Management is the College’s EOC Manager and the responsible authority for coordinating emergency measures for the College. If the College’s EOC Manager should be unavailable, the order of succession is:

1. Vice President, Finance and Administration

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2. MCC Police Chief

The College EOC Manager will obtain a briefing from the Incident Commander (IC) on the nature of the incident and assessment of the situation. Following the incident briefing and a brief discussion of next steps, the EOC Manager will brief the Policy Group.

1. Initial Response.

- a. MCC personnel are likely to be the first on the scene of an emergency situation on the College campus. They will normally take charge and remain in charge of the incident until it is resolved or others who have legal authority to do so assume responsibility. They will seek guidance and direction from local officials and seek technical assistance from state and federal agencies and industry where appropriate.
- b. Consideration during the initial response may include:
 1. Evacuation – Requires all faculty, staff, students, and visitors to leave the building. Evacuation can be highly effective if it can be completed before the arrival of the hazard.
 2. Reverse Evacuation – Requires all faculty, staff, students and visitors to go to safe places in the building from outside the building.
 3. Police Activity Lockdown – All exterior doors and classroom doors are locked, and everyone stays in their current location.
 4. Shelter in Place – Faculty, staff, and students are held in the building, windows and doors are sealed, and all ventilation systems are shut off. Limited movement is allowed. Shelter in place is most effective during emergencies involving hazardous materials that produce toxic vapors outside the facility. Taking shelter inside a sealed building is highly effective in keeping everyone safe.

2. Notification Procedures

- a. In case of any incident at any MCC facility, the flow of information shall be from the MCC Campus Police or Director of Emergency/Risk Management to the College President, Director of Marketing and Communications, and Vice Presidents. Information should include the nature of the incident and the impact on the facility, faculty, staff, and students.
- b. In the event that MCC is in receipt of information, such as a weather warning that may affect MCC property, the information shall be provided to the appropriate College personnel to allow for adequate preparations. Specific guidelines are found in the individual annexes and plans.

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3. Implementation of ICS

- a. The first MCC emergency responder to arrive at the scene of an emergency situation will implement the Incident Command System (ICS) and will serve as the incident commander until relieved by a more senior or more qualified individual. The incident commander will establish an Incident Command Post (ICP) and will provide an assessment of the situation to College officials, identify response resources required, and direct the on-scene response from the ICP.
- b. For some types of emergency situations, a specific incident scene may not exist in the initial response phase and the EOC may accomplish initial response actions, such as mobilizing personnel and equipment and issuing precautionary warning to the faculty, staff, students, and visitors. As the potential threat becomes clearer and a specific impact site(s) is identified, an Incident Command Post may be established, and direction and control of the response transitioned to the Incident Commander.

4. Source and Use of Resources

MCC will use its own resources to respond to emergency situations until outside emergency response personnel arrive. If additional resources are required, the following options exist:

- Request assistance from city or county emergency response agencies
- Request assistance from volunteer groups active in disasters.
- Request assistance from industry or individuals with resources needed to deal with the emergency situation.

5. Training and Exercise

MCC understands the importance of training, drills, and exercises in the overall emergency management program. To ensure that MCC personnel and Building Preparedness Coordinators members are aware of their duties and responsibilities under the MCC plan and the most current emergency procedures, the following training, drills, and exercise actions will occur:

1. Training and refresher training sessions shall be conducted for all MCC college personnel. Training shall be held at different times during the school year that will allow for maximum attendance.
2. Information addressed in these sessions will include updated information on plans and/or procedures, revisions to additional material such as annexes and attachments or changes in the duties and responsibilities of plan participants.
3. MCC will plan for two drills/exercises during the academic year. The types of drills and exercises will be determined by the Safety and Security Committee.
4. MCC will encourage all faculty and staff to participate in the FEMA Individual Study courses: IS 100.HE, 200, 700, and 800.

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5. MCC representatives will participate in any external drills or exercises sponsored by local emergency responders. Availability of College personnel and the nature of the drill or exercise and how it relates to improving the College's ability to respond and deal with emergencies shall govern the degree to which the College will participate.

F. Incident Command System (ICS)

1. MCC intends to employ ICS, an integral part of the NIMS, in managing emergencies. ICS is both a strategy and a set of organizational arrangements for directing and controlling field operations. It is designed to effectively integrate resources from different agencies into a temporary emergency organization at an incident site that can expand and contract with the magnitude of the incident and resources on hand.
2. The incident commander, which would normally be the MCC Chief of Police, is responsible for carrying out the ICS function of command – ICS are operations, planning, logistics, and finance/administration. For small-scale incidents, the incident commander and one or two individuals may perform all of these functions. For larger incidents, a number of individuals from different local emergency response agencies may be assigned to separate staff sections charged with those functions.
3. In emergency situations where other jurisdictions or the city, county, state, or federal government are providing *significant* response resources or technical assistance, it is generally desirable to transition from the normal ICS structure to a Unified or Area Command structure. This arrangement helps to ensure that all participating agencies are involved in developing objectives and strategies to deal with the emergency.

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G. Incident Command System (ICS) – Emergency Operations Center (EOC) Interface

1. For major emergencies and disasters, the Emergency Operations Center (EOC) will be activated. When the EOC is activated, it is essential to establish a division of responsibilities between the incident command post and the EOC. A general division of responsibilities is outlined below. It is essential that a precise division of responsibilities be determined for specific emergency operations.
2. The incident commander is generally responsible for field operations, including:
 - a. Isolating the scene.
 - b. Directing and controlling the on-scene response to the emergency situation and managing the emergency resources committed there.
 - c. Warning the population in the area of the incident and providing emergency instructions to them.
 - d. Determining and implementing protective measures (evacuation, reverse evacuation or in-place sheltering) for the population in the immediate area of the incident and for emergency responders at the scene.
 - e. Implementing traffic control arrangements in and around the incident scene.
 - f. Requesting additional resources from the EOC.
3. The EOC is generally responsible for:
 - a. Providing resource support for the incident command operations.
 - b. Issuing a college-wide warning.
 - c. Issuing instructions and providing information to the general public.
 - d. Organizing and implementing large-scale evacuation.
 - e. Organizing and implementing shelter and mass care arrangements for evacuees.
 - f. Coordinating traffic control for large-scale evacuations on campus.
 - g. Requesting assistance from the city, county and/or other external sources.
 - h. Maintaining critical services to areas unaffected by the disaster.
 - i. Developing strategy for recover efforts.
 - j. Compiling information (financial, damage assessment, progress of recovery efforts) and maintaining records of all information.
4. In some large-scale emergencies or disasters, emergency operations with different objectives may be conducted at geographically separated scenes. In such situations, more than one incident command operation may be established. If this situation occurs,

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a transition to an Area Command or a Unified Area Command is desirable, and the allocation of resources to specific field operations will be coordinated through the EOC.

5. All areas of the campus adhering to this plan will use the ICS system in the field. If the emergency requires the EOC to be activated, the following ICS functions will be performed and controlled by the EOC:
 - a. Policy/Management – Directing overall emergency policy and coordination of the joint efforts of governmental agencies and private organizations.
 - b. Operations – Coordinating all jurisdictional operations in support of the emergency response through implementation of the campus or local government’s action plan.
 - c. Planning/Intelligence - Collecting, evaluating, and disseminating information; developing the campus’s action plan in coordination with other functions; and maintaining documentation.
 - d. Logistics – Providing facilities, services, personnel, equipment, and materials.
 - e. Finance/Administration – Overseeing financial activities and other administrative aspects.
6. Individuals staffing the Emergency Operations Center include
 - a. Members of the Policy Group
 - b. Directors of various divisions/departments as needed
7. The Incident Commander should report directly to the EOC, usually to their counterpart departmental staff in the Operations Section.

H. Activities by Phases of Emergency Management

This plan addresses emergency actions that are conducted during all five phases of emergency management and the five mission areas. The five phases of Emergency Management are Prevention, Mitigation, Preparedness, Response and Recovery. This plan also supports the five mission areas outlined in the National Preparedness Goals: Prevention, Protection, Mitigation, Response and Recovery

1. Prevention

MCC will conduct prevention activities as an integral part of the emergency management program. Prevention are actions taken to avoid an incident or to intervene to stop an incident from occurring.

Prevention involves actions to protect lives and property. Examples include: Bullying/Cyberbullying prevention, pandemic influenza sanitation measures, building access control procedures, security systems and cameras, etc. Prevention should be a pre-disaster activity, although prevention may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Among the mitigation/prevention activities included in the emergency operations program are:

a. Hazard Analysis

- 1) Identifying threat
- 2) Recording threat

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- 3) Analyzing threat
- 4) Preventing threat
- 5) Monitoring threat

2. Mitigation

MCC will conduct mitigation activities as an integral part of the emergency management program. Mitigation is intended to eliminate hazards and vulnerabilities, to reduce the probability of hazards and vulnerabilities causing an emergency situation, or to lessen the consequences of unavoidable hazards and vulnerabilities.

Mitigation includes activities to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities

a. Hazard Analysis

- 1) Identifying hazards
- 2) Recording hazards
- 3) Analyzing hazards
- 4) Mitigating hazards
- 5) Monitoring hazards

3. Preparedness

MCC will conduct preparedness activities to develop the response capabilities needed in the event an emergency. Among the preparedness activities included in the College's emergency management program are:

- 1) Providing emergency equipment and facilities.
- 2) Emergency planning, including maintaining this plan, its annexes, and appropriate SOPs.
- 3) Conducting or arranging appropriate training for campus emergency responders, campus emergency management personnel, administration, and volunteer groups who assist during emergencies.
- 4) Conducting periodic drills and exercises to test the College's plans and training.

4. Response

MCC will respond to emergency situations effectively and efficiently. The focus of most of this plan and its annexes is on planning for the response to emergencies. Response operations are intended to resolve an emergency situation while minimizing casualties and property damage. Response activities include warning, first aid, light fire suppression, law enforcement operations, evacuation, shelter and mass care, light search and rescue, as well as other associated functions.

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5. Recovery

If a disaster occurs, MCC will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to the College and provide for the basic needs of the students, faculty, staff, and visitors. Long-term recovery focuses on restoring the college to its normal state. The federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to affected groups within the College. Examples of recovery programs include temporary relocation of classes, restoration of college services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged facilities.

I. Emergencies Occurring During College Breaks

If a school administrator, Director of Emergency/Risk Management, MCC Campus Police, is notified of an emergency during a College break, the response usually will be one of limited school involvement. In that case, the following steps should be taken:

1. Institute MCC myAlert or the phone tree to disseminate information to Emergency Operations Center Group and request a meeting of all available members.
2. Identify those most likely to be affected by the emergency. Keep the list and recheck as the emergency dictates.
3. Notify faculty, staff, students, or families of students identified in #2 and recommend community resources for support.
4. Notify general faculty/staff by MCC myAlert, email, or telephone with appropriate information.
5. Notify individuals in the Bookstore and Food service in the LTC
6. Notify all appropriate constituent groups (Board of Trustees).
7. Schedule a faculty/staff meeting for an update as soon as the emergency has passed.
8. Be alert for repercussions among faculty, staff, and students. When school reconvenes, check core group and other at-risk faculty, staff, and students and institute appropriate support mechanisms and referral procedures.

VI. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

1. General

Several MCC faculty and staff have emergency functions in addition to their normal day-to-day duties. During emergency situations, the normal organizational arrangements are modified to facilitate emergency operations. MCC's organization for emergencies includes an Policy group, MCC Campus Police, Building Preparedness Coordinators (during business Hours), and support services.

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Policy Group

The Policy Group provides guidance and direction for emergency management programs and for emergency response and recovery operations. The Policy Group includes the College Outside Counsel, Board of Directors, President; Vice President, Instruction and Student Engagement; Vice President, Finance and Administration; Director of Emergency/Risk Management; Director of Community Relations.

Safety/Security Committee

The Director of Emergency/Risk Management develops the Emergency Operations Plan for the College, coordinates with local emergency services to develop functional annexes as well as annexes for specific hazards, coordinates the College's emergency planning activities, and recruits members of the Building Preparedness Coordinators. The Safety/Security Committee includes faculty and staff members from various departments of the College. The Safety and Security Committee also functions as the core planning team, reviews the College Emergency Operations Plan and Annexes the plan is then approved by the President and the Board of Trustees.

Building Preparedness Coordinators

Building Preparedness Coordinators assist the Incident Commander in managing an emergency and providing care for MCC employees, students, and visitors before local emergency services arrive or in the event of normal local emergency services being unavailable.

Emergency Services

Emergency Services include the Incident Commander and those departments, agencies, and groups with primary emergency response actions. The IC is the person in charge at an incident site.

Emergency Support Services

This group includes departments and agencies 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 and businesses that have agreed to provide certain support for emergency operations.

B. Assignment of Responsibilities

1. General

For most emergency functions, successful operations require a coordinated effort from a number of personnel. To facilitate a coordinated effort, College personnel are assigned primary re-

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responsibility for planning and coordinating specific emergency functions. Generally, primary responsibility for an emergency function will be assigned to an individual from that area who possesses the most appropriate knowledge and skills. Other College personnel may be assigned support responsibilities for specific emergency functions.

The individual primarily responsible for an emergency function is normally responsible for preparing and maintaining the portion of the emergency plan that addresses that function. Listed below are general responsibilities assigned to the Policy Group, Safety and Security Committee, Building Preparedness Coordinators, Emergency Services, and Support Services. Additional specific responsibilities can be found in the functional annexes to this Basic Plan.

2. Policy Group Responsibilities

a. The Policy Group will:

- 1) Establish objectives and priorities for the emergency management program and provide general policy guidance on the conduct of that program.
- 2) Establish a College Emergency Operations Plan review committee to formulate and coordinate all emergency response plans.
- 3) Along with the Director, Facilities, Planning and Construction will review construction and renovation projects for safety.

b. Members of the Policy Group include:

- 1) President
- 2) Vice President, Finance and Administration
- 3) Vice President, Instruction and Student Engagement
- 4) Director, Community Relations
- 5) Director of Emergency/Risk Management
- 6) Director of Public Safety (Police Chief)

c. The President or his/her designee will:

- 1) Establish objectives and priorities for the emergency management program and provide general policy guidance on the conduct of that program.
- 2) Monitor the emergency response during disaster situations and provides direction where appropriate.
- 3) With the assistance of the Public Information Officer, keep the public informed during emergency situations.
- 4) With the assistance of the legal staff, declare a local state of disaster, request the Governor declare a state of emergency, or invoke the emergency powers of government when necessary.
- 5) Request assistance from other local governments or the State when necessary
- 6) Direct activation of the EOC
- 7) Authorize immediate purchase of outside services and materials needed for the management of emergency situations.

d. MCC Chief of Police or designee will:

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- 1) Keep the President or his/her designee apprised of the preparedness status and emergency management needs.
- 2) Monitor developing law enforcement and security situations or incidents in the community that may impact the school.
- 3) Establish an Incident Command Post.
- 4) If a Law enforcement event act as Incident Commander.

e. The MCC Director of Emergency/Risk Management or designee will:

- 1) Serve as a staff advisor to the President or his/her designee on emergency management matters.
- 2) Keep the President or his/her designee apprised of the preparedness status and emergency management needs.
- 3) Coordinate local planning and preparedness activities and maintain this plan.
- 4) Arrange appropriate training for emergency management personnel and emergency responders.
- 5) Coordinate periodic emergency exercises to test emergency plans and training.
- 6) Provide copies of the plan to College personnel and local county emergency management office.
- 7) Assist in monitoring the developing situations such as weather conditions or incidents in the community that may impact the school.
- 8) Assign emergency responsibilities to personnel as required.
- 9) Coordinate use of buildings as public shelters for major emergencies occurring in the city or county.
- 10) Coordinate emergency assistance and recovery.
- 11) Perform day-to-day liaison with the state emergency management staff and other local emergency management personnel.
- 12) Coordinate with organized volunteer groups and businesses regarding emergency operations.
- 13) Activate the EOC when required
- 14) Serve as Incident Commander in non-Law enforcement events or when needed

f. Safety and Security Committee will:

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- 1) Review the Emergency Operations Plan
- 2) Conduct a hazard analysis of college facilities along with a safety and security audit in conjunction with local county emergency management personnel.
- 3) Recommend training for Building Preparedness Coordinators.
- 4) Provide information to faculty, staff, students, and the community on emergency procedures.
- 5) Provide assistance during an emergency in accordance with designated roles.
- 6) Conduct debriefings at the conclusion of each emergency to critique the effectiveness of the emergency operations plan.
- 7) Coordinate periodic emergency exercises to test emergency plans and training.
- 8) Function as core planning team members for the Emergency Management program

g. Finance Services

Responsible for managing disaster finance. Responsibilities include:

- 1) Reviewing contracts, policies, and other standards to ensure compliance with State and Federal Regulations.
- 2) Developing, maintaining, and implementing procedures for emergency payroll processing and procedures for making emergency purchases.
- 3) Identifying funding sources for emergency response.
- 4) Assessing the financial impact of emergencies on the MCC's budget.
- 5) Coordinating all financial, accounting, and purchasing reporting functions related to the disaster.
- 6) Evaluating the long-term financial impact of emergencies on the MCC.
 - a. Advising management on the impact of personnel issues related to suspension of non-essential activities and altered work assignments. The department will also coordinate the temporary reassignment of employees to assist with emergencies, and play a crucial role in payroll tracking for emergency operations.
- 7) Administering the MCC's insurance coverage by collecting loss reports from affected departments, and filing claims.

f. The Building Preparedness Coordinators will:

- 1) Assist the Director of Emergency/Risk Management during an emergency by providing support and care for MCC employees, students, and visitors before local emergency services arrive or in the event of normal local emergency services being unavailable.

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2) Provide the following functions when necessary and when such functions do not put them in harm's way:

- a) Facility evacuation
- b) First aid
- c) Search and rescue
- e) Traffic control

g. Facilities Planning and Construction

Responsible for oversight of construction projects of MCC. In the event of a disaster or emergency the department will:

- 1) Assists with damage assessments and project managers in overseeing inspectors and the execution of construction projects.
- 2) Ensures the use of effective and consistent procedures and methodologies for construction inspections.
- 3) Provide constructability review of design projects.
- 4) Monitor progress schedules for all construction projects.
- 5) Oversee construction program management.
- 6) Oversees the planning of engineering designs and specifications, and evaluates plat and legal descriptions submitted to the MCC by consultants.
- 7) Assist in conducting damage assessments in the aftermath of an emergency.

h. Physical Plant

- 1) Oversees the collection and proper disposal of refuse.
- 2) Support emergency operations with available resources.
- 3) Responsible for coordination and implementation of surface water sampling and impact assessment that may be necessary in the event of any pollutant discharges or planned monitoring and other profile strategies as required.
- 4) Responsible for operating and maintaining the facilities
- 5) Assess Damages to areas of responsibility
- 6) Provide damage reports to the EOC, and provide qualified staff at the ICP and the EOC
- 7) Notify appropriate personnel of needed repairs or any operational problems.
- 8) Managing debris removal following an emergency.
- 9) Providing equipment and materials to support incident response and recovery.

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- 10) Coordinating planning efforts for Incident Command during events.
- 11) Providing logistical support to emergency operations by fulfilling supply, facilities, and resource support.

After an incident, members of the Physical Plant Department will assist in developing preliminary damage assessments.

i. Technology/Information Services Role

- 1) Coordinate use of technology.
- 2) Assist in obtaining needed student and staff information from computer files.
- 3) Prepare and maintain an emergency kit that contains floor plans, telephone line locations, computer locations, and other communications equipment.
- 4) Establish and maintain computer communication with Information Systems and with other agencies capable of communication.
- 5) Establish and maintain, as needed, a stand-alone computer with student and staff database for use at the emergency site.
- 6) As needed, report various sites involved in the communication system if problems occur in that system.

j. Legal Services

The Legal Services for MCC are contracted service and are responsible for advising MCC officials on the following matters upon request:

- 1) Emergency powers and procedures for invoking those measures.
- 2) Possible legal issues arising from disaster operations.

k. Marketing and Communications Office

Marketing and Communications (MARCOM), will maintain media relations and public information before, during, and after an incident. As necessary, MARCOM will:

- 1) Establish a Joint Information Center (JIC).
- 2) Provides the Public Information Officer
- 3) Support on-going hazard awareness and public education.
- 4) Pursuant to the Joint Information System (JIS), compile and release information and instructions for the students and employees during emergency situations
- 5) Provide information to the media, students and the employees during emergency situations.

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- 6) Arrange for media briefings.
- 7) Compile print and photo documentation of emergency situations.
- 8) Manage the use of social media during emergency situations.
- 9) Dispel misinformation and rumors associated with emergency activities.

I. Supporting Agency Responsibilities

State Agencies

1. DPS
 - a) Primary agency for conducting law and traffic enforcement throughout the MCC system roadway and facilities
 - b) Liaison to local, regional, and state fusion centers
 - c) Prevent and respond to threats of violence and terrorism
2. TDEM
 - a) Serve as local liaison to SEMC for all state emergency management and disaster related issues

Local Jurisdiction

- 1) Waco Fire Department
 - a) Provide fire control and suppression activities throughout the MCC system and facilities
 - b) Provide life support and medical services to customers and employees
 - c) Analyze and respond to radioactive and hazardous materials incidents
 - d) Conduct search and rescue operations and extradite individuals from hazardous conditions
 - e) Will request additional resources through their department mutual aid agreements
- 2) Waco Police Department along with McLennan County Sheriffs Office
 - a) Maintain law and order in support of emergency response, as needed by DPS
 - b) Will request additional resources through their department mutual aid agreements
- 3) Waco McLennan County Public Health District
 - a) Coordinate and manage medical and health related disaster response

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- b) Will request additional resources through their department mutual aid agreements
- 4) Waco McLennan County Emergency Management
 - a) Serve as local liaison to MCC emergency management for all local emergency management and disaster related issues

m. Common Responsibilities

All departments/divisions will:

- 1) Provide personnel, equipment, and supplies to support emergency operations upon request.
- 2) Provide trained personnel to staff the ICP and EOC.
- 3) Report information regarding emergency situations and damage to facilities and equipment to the IC or the EOC.
- 4) Establish evacuation methods and plans in the event of major incident

n. Emergency Services Responsibilities

The Incident Commander (IC) will:

- 1) Manage emergency response resources and operations at the incident site command post to resolve the emergency situation.
- g. Determine and implement required protective actions for response personnel and the public at an incident site.

The IC will also ensure the following accomplishments, if applicable to the incident:

- a. Isolate the incident site and maintain control of the inner and outer perimeters
- b. Establish tactical communications and designate a primary radio channel
- c. Facilitate tactical planning and contingency planning
- d. Brief first responder personnel
- e. Designate a staging area for supporting agencies
- f. Ensure documentation of tactical decisions and activities
- g. Provide situational updates to the EOC, if activated
- h. Approve requests for additional resources or for the release of resources (demobilization)
- i. Approve additional alerts as needed
- j. Participate in the After Action Review Process
- k. Establish immediate priorities
- l. Coordinate any specific transportation issues (such as helicopter landing zones, EMS locations, morgue location, etc., as appropriate)
- m. Determines security boundaries
- n. Perform other duties as required by the situation.

VII. DIRECTION AND CONTROL AND COORDINATION

A. General

1. The Director of Emergency/Risk Management or designee is responsible for establishing objectives and policies for emergency operations and providing general guidance for emergency response and recovery operations. During disasters, he/she may carry out those responsibilities from the ICP.
2. The MCC Chief of Police or designee will manage the Incident Command Post and act as incident commander.
3. The Incident Commander, assisted by a staff sufficient for the tasks to be performed, will manage the emergency response from the Incident Command Post.
4. During emergency operations, the MCC administration retains administrative and policy control over their employees and equipment. However, personnel and equipment will carry out mission assignments directed by the Incident Commander. Each College department will follow the College's operating procedures during response operations.
5. Coordination with Response Agencies, If the resources of the College are insufficient or inappropriate to deal with an emergency situation, assistance from local emergency services, organized volunteer groups, or the state should be requested. When possible, these agencies will also be included in district drills, exercises, trainings, and after-action reviews.
 - Waco Fire Department
 - Waco Police Department
 - Waco McLennan County Office of Emergency Management
 - Waco McLennan County Public Health District
 - McLennan County Sheriff's Office
 - Texas Department of Public Safety
 - Texas Division of Emergency Management
 - Texas Department of State Health Service

B. Emergency Facilities

1. Incident Command Post.

An Incident Command Post is located within safe proximity to the emergency site and is generally responsible for incident response management as follows:

- Serves as a temporary field location for tactical-level on-scene incident command and management.

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- Is the on-site headquarters for the Incident Commander, Command Staff and General Staff; and
- Serves as a field collection point for tactical intelligence and analysis.
- The Incident Command Post (ICP) conducts all operations using the Incident/Unified Command System (ICS).
- Command is typically established prior to activation of the EOC.
- The Incident Command Post provides the initial securing of the perimeter of the area, coordinates the actions of the operating units, and remains operational during the field actions (rescue, response, recovery, etc.) phases, as required.

Unified Command shall:

- Coordinate the actions of Fire, Police, EMS, and all other responding community units to the scene through a Unified Command System
 - **The local police department may assume Incident Command/Unified Command** in all civil disturbances, bomb incidents, and terrorist activity operations (local and State police will coordinate with arriving FBI at a suspected terrorist event).
 - **The local fire department may assume Incident Command/Unified Command** in all emergencies except those specifically assigned to Police Department.
- Command all field activities and has the authority to direct all on site incident activities within the College's jurisdiction.
- Establish an incident command post (ICP) and provide an assessment of the situation to the College Policy Group or other officials, identify incident management resources required, and direct the on-scene incident management activities from the Incident Command Post (ICP).
- The first trained emergency responder on-scene will assume the role of Incident Commander until a more qualified individual can assume command.

2. Emergency Operations Center (EOC)

Upon activation, the EOC becomes the centralized communication and coordination facility for McLennan Community College emergency response. The EOC is the key to successful coordinated efforts and responsible for supporting the Incident Commander and consequence management actions. More detailed information may be found in the EOC Standard Operating Guidelines.

- Serves as the central meeting and gathering location for critical management and support personnel, and serves as the incident support operations and resource center.
- Coordinates the flow of communication and coordination between the different operating agencies, different levels of government, and the public.
- Supports the Incident Commander by mobilizing and deploying resources as requested.
- Assemble accurate information about the incident and providing situational analysis

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- Issue college-wide warnings and alerts
- Provide public information services and coordinating activities with the on-scene Public Information Officer (PIO)
- Communicate and implement policy-level decisions from the Executive Policy Group
- Organize and assist with evacuation

EOC Locations Include:

- The Primary EOC
 - Is located in the third-floor emergency management conference room
- The Alternate EOC
 - The lower level LTC

3. Staging Area

The Bosque River Ballpark will act as the staging area should an incident require additional areas away from the main campus for emergency responders to assemble.

C. Continuity of College Administration during Emergencies

1. The line of succession for the President is:
 - a. President responsibilities will be delegated to the first available Vice President.
 - b. Vice President of Finance and Administration
 - c. Vice President of Instruction
2. The line of succession for the MCC Chief of Police is:
 - a. Sergeant
 - b. Senior Officer on duty
3. The line of succession for the Public Information Officer is:
 - a. Director of Marketing and Communications
 - b. Associate Director of Marketing and Communications
 - c. Sports Information Specialist Marketing and Communications
4. The line of succession for the Director of Emergency/Risk Management is:
 - a. VP of Finance and Administration
 - b. MCC Police Chief
5. The lines of succession for each position shall be in accordance with the SOPs established by the College unless mandated otherwise by the emergency.

VIII. READINESS LEVELS

A. Readiness Levels

Many emergencies follow some recognizable build-up period during which actions can be taken to achieve a gradually increasing state of readiness. A four-tier system is utilized. Readiness

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Levels will be determined by the President or his/her designee and the MCC Chief of Police. General actions to be taken at each readiness level are outlined in the annexes to this plan; more specific actions will be detailed in departmental or agency SOPs.

B. Readiness Action Level Descriptions

1. Level 4: Normal Conditions

- a. Emergency incidents occur and campus administration is notified. One or more departments or outside agencies respond to handle the incident; an incident command post may be established. A Level 4 event will rarely prevent the College from carrying out all or part of its mission.
- b. The normal operations of the College are not affected.
- c. Examples of Level 4:
 - 1) Isolated medical emergency
 - 2) Minor hazardous material spill
 - 3) Weather-related delay
 - 4) Small, localized fire
 - 5) Short-term (1-4 hours) computer, telephone, power or HVAC system failure
 - 6) Death or illness of a College or community member from natural causes

2. Level 3: Increased Readiness

- a. Increased Readiness refers to a situation that presents a greater potential threat than Level 4 but poses no immediate threat to life and/or property. Increased Readiness actions may be appropriate when situations similar to the following occur:
 1. Severe Thunderstorm Watch. A watch is issued to alert persons to the possibility of a development in a specified period of time. Persons in the watch area should remain alert and be prepared to take immediate action. These actions could be generated by severe weather watch information issued by the National Weather Service.
 2. Tornado Watch indicates possibility of tornado development. Readiness actions may include increased situation monitoring and placing selected staff on alert.
 3. Flash Flood Watch indicates flash flooding is possible due to heavy rains occurring or expected to occur. Readiness actions may include increased situation monitoring, reconnaissance of known trouble spots, deploying warning signs.
 4. Wildfire Threat. During periods of extreme wildfire threat, readiness actions may include deploying additional resources to areas most at risk or arranging for standby commercial water tanker support.
- b. Declaration of Level 3 will generally require the initiation of the Increased Readiness activities identified in each annex to this plan.

3. Level 2: High Readiness

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- a. High Readiness refers to a situation with a significant potential and probability of causing loss of life and/or property or may result in a closure of all or part of the College. This would likely require outside agency involvement. This condition will normally require some degree of warning to the campus. Actions could be triggered by severe weather warning information issued by the National Weather Service such as:
 - 1) Severe Thunderstorm Warning. A warning is issued to alert persons that a specific event is imminent, may affect their area, and immediate action should be taken.
 - 2) Tornado Warning. Issued when a tornado has been sighted in the vicinity or indicated by radio and may strike in the local area. Readiness actions may include activating the EOC, continuous situation monitoring, and notifying the public about the warning.
 - 3) Flash Flood Warning. Issued to alert persons that flash flooding is imminent or occurring in certain designated areas and immediate action should be taken. Readiness actions may include notifying the public about the warning, evacuating low-lying areas, open shelters to house evacuees, and continuous situation monitoring.
 - 4) Winter Storm Warning. Issued when heavy snow, sleet, or freezing rain are forecast to occur separately or in a combination. Readiness actions may include preparing for possible power outages, putting maintenance crews on stand-by to clear and/or sand the roads and sidewalks, and continuous situation monitoring.

Other conditions that fall under the Level 2 Readiness levels are:

- 5) Major fire, hazardous material spill, or flood in one area or building
 - 6) Hostage situation with a probability of personal injury
 - 7) Environmental threats (bio-terrorism, radiation, etc.)
 - 8) Threats or actions against the College or members of the MCC community (i.e. bomb threat, riots, civil disorder, threats against individuals, rape)
 - 9) Long-term (4+ hours) computer, telephone, HVAC, power, or water failure
- b. Declaration of Level 2 will generally require the initiation of the High Readiness activities identified in each annex to this plan.

4. Level 1: Maximum Readiness

- a. Maximum Readiness refers to situation that hazardous conditions are imminent. This condition denotes a greater sense of danger and urgency than associated with a Level 2 event. An incident that affects the entire campus or will likely result in human injury and/or death and extensive damage to the campus. A Level 1 event will have major implications on the College's ability to carry out its mission and will require outside involvement and coordination of multiple agencies. Actions could also be generated by severe weather warning information issued by the National Weather Service combined with factors making the event more imminent. Maximum Readiness actions may be appropriate when situations similar to the following occur:

- 1) Major fire: a conflagration that damages two or more buildings

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- 2) Major hazardous material releases that results in evacuation of a major portion of the campus
- 3) Serious weather-related damage to the campus buildings
- 4) Mass casualties or deaths on campus
- 5) Power outages that require the closing of the College

IX. ADMINISTRATION AND SUPPORT

A. Agreements and Contracts

1. Should MCC's resources prove to be inadequate during an emergency, requests will be made for assistance from local emergency services, other agencies, and industry in accordance with existing mutual-aid agreements and contracts and those agreements and contracts concluded during the emergency. Such assistance may include equipment, supplies, or personnel. All agreements will be entered into by authorized officials and should be in writing whenever possible. Agreements and contracts should identify the College officials authorized to request assistance pursuant to those documents.

2. The agreements and contracts pertinent to emergency management that MCC is party to are summarized in Attachment II.

B. Reports

1. Initial Emergency Report

This short report should be prepared and transmitted by the Incident Command Post when an ongoing emergency incident appears likely to worsen and assistance from local emergency services may be needed.

2. Situation Report

A daily situation report should be prepared and distributed by the Incident Command Post during major emergencies or disasters.

3. Other Reports

Several other reports covering specific functions are described in the annexes to this plan.

C. Records

1. Record Keeping for Emergency Operations

MCC is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This shall be done in accordance with the established local fiscal policies and standard cost accounting procedures.

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a. Activity Logs

The ICP shall maintain accurate logs recording key response activities, including:

- 1) Activation or deactivation of emergency facilities.
- 2) Emergency notifications to local emergency services.
- 3) Significant changes in the emergency situation.
- 4) Major commitments of resources or requests for additional resources from external sources.
- 5) Issuance of protective action recommendations to the campus.
- 6) Evacuations.
- 7) Casualties.
- 8) Containment or termination of the incident.

b. Incident Costs.

- 1) MCC shall maintain records summarizing the use of personnel, equipment, and supplies during the response to day-to-day incidents to obtain an estimate of annual emergency response costs that can be used in preparing future budgets.

c. Emergency or Disaster Costs. For major emergencies or disasters, MCC shall maintain detailed records of costs for emergency operations to include:

- 1) Personnel costs, especially overtime costs
- 2) Equipment operations costs
- 3) Costs for leased or rented equipment
- 4) Costs for contract services to support emergency operations
- 5) Costs of specialized supplies expended for emergency operations

These records may be used to recover costs from the responsible party or insurers or as basis for requesting financial assistance for certain allowable response and recovery costs from the state and/or federal government.

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d. Preservation of Records

- 1) In order to continue normal College operations following an emergency situation, vital records must be protected. These include legal documents and student files. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Personnel responsible for preparation of annexes to this plan will include protection of vital records in its SOPs.
- 2) If records are damaged during an emergency situation, MCC will seek professional assistance to preserve and restore them.

D. Post-Incident and Exercise Review

The Director of Emergency/Risk Management is responsible for organizing and conducting a After Action Review following the conclusion of a significant emergency event, incident, or exercise. The review will entail both written and verbal input from all appropriate participants. Where deficiencies are identified, College personnel will be assigned responsibility for correcting the deficiency and a due date shall be established for that action.

X. PLAN DEVELOPMENT AND MAINTENANCE

A. Plan Development

The Safety and Security Committee is responsible for the overall development and completion of the Emergency Operations Plan, including annexes. The Policy Group is responsible for approving and promulgating this plan.

B. Distribution of Planning Documents

1. The Emergency/Risk Manager with input of the Safety and Security Committee shall determine the distribution of this plan and its annexes. In general, copies of plans and annexes should be distributed to those tasked in this document. Copies should also be set aside for the EOC and other emergency facilities.
2. The Basic Plan should include a distribution list that indicates who receives copies of the basic plan and the various annexes to it. In general, individuals who receive annexes to the basic plan should also receive a copy of this plan, because the Basic Plan describes the emergency management organization and basic operational concepts.

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C. Review

The Basic Plan and its annexes shall be reviewed annually. The Director of Emergency/Risk Management will establish a schedule for annual review of planning documents by those tasked in them.

D. Update

1. This plan will be updated based upon deficiencies identified during actual emergency situations and exercises and when changes in threat hazards, resources and capabilities, or College structure occur.
2. The Basic Plan and its annexes must be revised or updated by a formal change at least every three years. Responsibility for revising or updating the Basic Plan is assigned to the Safety and Security Committee.
3. The Director of Emergency/Risk Management is responsible for distributing all revised or updated planning documents to all departments, agencies, and individuals tasked in those documents.

XI. REFERENCES

Office for Domestic Preparedness *Emergency Response Planning for WMD/Terrorism Incidents Technical Assistance Program*

FEMA Independent Study Program: IS 362 – *Multi-Hazard Emergency Planning for Schools*

U.S. Department of Education *Practical Information on Crisis Planning A Guide for Schools and Communities*

Jane's Safe Schools Planning Guide for All Hazards

Texas Department of Public Safety, Governor's Division of Emergency Management, Local Emergency Management Planning Guide, TDEM-10

Texas Department of Public Safety, Governor's Division of Emergency Management, Disaster Recovery Manual

Texas Department of Public Safety, Governor's Division of Emergency Management, Mitigation Handbook

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Texas Department of Public Safety, Governor's Division of Emergency Management,
Preparedness Standards for Emergency Management – TDEM – 100

FEMA Developing and Maintaining Emergency Operations Plans CPG-101

Texas Education Code Chapter 37

XII ATTACHMENTS

Attachment I:	Considerations for Persons Requiring Special Assistance
Attachment II	Summary of Agreements and Contracts
Attachment III:	National Incident Management system (NIMS) Summary
Attachment IV:	Campus Map
Attachment V:	GPS Coordinates of Campus Buildings
Attachment VI:	Campus Building Utilities Cutoff Locations Plans
Attachment VII:	Phone Tree
Attachment VIII:	Safety and Security Committee
Attachment IX	Safety and Security Audit
Attachment X:	Emergency Contact Numbers
Attachment XI:	Annex Assignments
Attachment XII:	Distribution List
Attachment XIII	NIMS Adoption policy
Attachment XIV	Incident Command/EOC Structure

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ATTACHMENT I CONSIDERATIONS FOR PERSONS REQUIRING SPECIAL ASSISTANCE

This attachment outlines additional considerations for persons requiring special assistance during emergencies.

GENERAL

McLennan Community College has identified departments and programs on campus that have resources that can be accessed prior to and during an emergency to aid those on campus who may require special assistance. These individuals may include those who have disabilities; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

The college encourages individuals who require special assistance during an emergency to discuss their needs with someone in their building prior to an emergency. Students may register with Accommodations (Disability Services) (described below), while faculty and staff may contact Human Resources and/or their supervisor.

NOTIFICATION

The following highlights the ways that the college ensures notifications are made more accessible for persons requiring special assistance.

- Text messages and emails sent via the MCC MyAlert System allow the college to communicate effectively with individuals who may be deaf or hard of hearing.
- Door-to-door contact will be utilized when appropriate to communicate with individuals who may have language barriers. Emergency responders carry visual translators to aid in communication or can utilize language translators through their dispatch centers.

EVACUATION

The following highlights the ways that the college will provide reasonable accommodations for persons requiring special assistance to evacuate.

- Individuals requiring assistance to evacuate a building should first seek aid from others within their facility. Every multi-story building on campus is equipped with Stryker stair chairs located in the stairwells. If help is unavailable or additional help is needed, individuals should call 8911 or 911. Emergency responders are equipped with specialized equipment to aid in the extraction and evacuation of persons with physical disabilities.

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- During an evacuation of campus, persons requiring transportation assistance may contact MCC Campus Police for paratransit assistance.

SHELTERING

The following highlights the ways that the college will provide reasonable accommodations for persons requiring special assistance during an emergency sheltering event. MCC is not a general population shelter and has no residence halls.

Sheltering is limited to a shelter in place order.

- All university facilities are accessible to persons with physical disabilities and meet Americans with Disabilities Act (ADA) standards.

ADDITIONAL SERVICES

- Accommodations (Disability Services) offers students accommodations, counseling, evaluation referral, disability-related information, adaptive technology services, sign language interpreting, and transcription services for academically related purposes. This is a voluntary program as students have the option to utilize Disability Services resources, but are not required to contact or report to the department.

In order to receive accommodations, you must complete the registration process with Accommodations (Disability Services). This process is as follows:

1. Complete a Request for Disabilities Services application in WebAdvisor.
2. Meet with the Accommodations Coordinator at the beginning of each semester to determine what accommodations you are eligible to receive upon your request.
3. The Accommodations Coordinator will determine appropriate accommodations.
4. Instructors will be notified by email and will be able to access the student accommodation memo via the class roster in WebAdvisor.
5. It is your right to choose whether to disclose your disability to the instructor. However, you are encouraged to speak with your instructor regarding your accommodations. If you do not request accommodations through Accommodations (Disability Services), the instructor has no obligation to provide any accommodation services to you.
6. Accommodations requested by students which are not documented in the student accommodations memo will not be provided.
7. If you do not have a current student accommodation memo from Accommodations (Disability Services) you will not be provided

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any accommodations until you complete the online request process and meet with the Accommodations Coordinator.

8. Meet with the Accommodations Coordinator if problems arise regarding the provisions of your accommodations.

Accommodations are not retroactive. In other words, faculty are not obligated to accommodate prior exams, assignments, or any course-related activity before an accommodation memo is delivered. Students are entitled to appeal accommodation decisions of Accommodations (Disability Services) and faculty. All student grievances will be handled through regular administrative organizational channels or in accordance with other formal policies of the College.

- Human Resources – Policy and Practice Review provides departmental staff with information on understanding the Americans with Disabilities Act (ADA) and works with departments on reasonable accommodations for specific staff employees, to include building access.

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ATTACHMENT II SUMMARY OF AGREEMENTS AND CONTRACTS

- A. Memorandum of Understanding – Interlocal Agreement for Cooperation - Waco Police Department – June 2000
 - a. This agreement established the protocols, procedures and guidelines for law enforcement officers of Waco and MCC to mutually assist and aid each other when needed to protect the health, safety and welfare of persons within their respective jurisdictions.

- B. Interlocal Cooperation Agreement for the use of the City of Waco 800Mhz trunked radio system- September 2018

- C. Public Health Agreement for the use of our facilities for an Alternate Care Site- May 2020

- D. Public Health Agreement for the use of the MCC Conference Center for a closed POD- June 2019 (not finalized)

ATTACHMENT III

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) SUMMARY

A. BACKGROUND

1. NIMS is a comprehensive, national approach to incident management that is applicable to all jurisdictional levels and across functional disciplines. This system is suitable across a wide range of incidents and hazard scenarios, regardless of size or complexity. It provides a flexible framework for all phases of incident management, as well as requirements for processes, procedures, and systems designed to improve interoperability.

2. NIMS is a multifaceted system that provides a national framework for preparing for, preventing, responding to, and recovering from domestic incidents.

B. COMPONENTS

1. Command and Management. The incident management structures employed by NIMS can be used to manage emergency incidents or non-emergency events such as celebrations. The system works equally well for small incidents and large-scale emergency situations. The system has built-in flexibility to grow or shrink depending on current needs. It is a standardized system, so personnel from a variety of agencies and geographic locations can be rapidly incorporated into a common management structure.

a. Incident Command System. A system that can be used to manage emergency incidents or non-emergency events such as celebrations.

1) FEATURES OF ICS

ICS has a number of features that work together to make it a real management system. Among the primary attributes of ICS are:

a) Common Terminology. ICS requires the use of common terminology, such as the use of standard titles for facilities and positions within an organization, to ensure efficient and clear communications.

b) Organizational Resources. All resources including personnel, facilities, major equipment, and supply items used to support incident management activities must be categorized with respect to capability. This categorization will minimize confusion and enhance interoperability.

c) Manageable Span of Control. Span of control should ideally vary from three to seven. Anything less or more requires expansion or consolidation of the organization.

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d) Organizational Facilities. Common terminology is used to define incident facilities, the activities conducted at these facilities, and the organizational positions that can be found working there.

e) Use of Position Titles. All ICS positions have distinct titles.

f) Reliance on an Incident Action Plan. The incident action plan, which may be verbal or written, is intended to provide supervisory personnel a common understanding of the situation and direction for future action. The plan includes a statement of objectives, organizational description, assignments, and support material such as maps. Written plans are desirable when two or more jurisdictions are involved, when state and/or federal agencies are assisting local response personnel, or there has been significant turnover in the incident staff.

g) Integrated Communications. Integrated communications includes interfacing disparate communications as effectively as possible, planning for the use of all available systems and frequencies, and requiring the use of clear text in communications.

h) Accountability. ICS is based on an orderly chain of command, check-in for all responders, and only one supervisor for each responder.

2) UNIFIED COMMAND

a) Unified Command is a variant of ICS used when there is more than one agency or jurisdiction with responsibility for the incident or when personnel and equipment from a number of different agencies or jurisdictions are responding to it. This might occur when the incident site crosses jurisdictional boundaries or when an emergency situation involves matters for which state and/or federal agencies have regulatory responsibility or legal requirements.

b) ICS Unified Command is intended to integrate the efforts of multiple agencies and jurisdictions. The major change from a normal ICS structure is at the top. In a Unified Command, senior representatives of each agency or jurisdiction responding to the incident collectively agree on objectives, priorities, and an overall strategy or strategies to accomplish objectives; approve a coordinated Incident Action Plan; and designate an Operations Section Chief. The Operations Section Chief is responsible for managing available resources to achieve objectives. Agency and jurisdictional resources remain under the administrative control of their agencies or jurisdictions but respond to mission assignments and direction provided by the Operations Section Chief based on the requirements of the Incident Action Plan.

3) AREA COMMAND

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a) An Area Command is intended for situations where there are 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. Area Command becomes Unified Area Command when incidents are multijurisdictional.

b) The organization of an Area Command is different from a Unified Command in that there is no operations section, since all operations are conducted on-scene, at the separate ICPs.

c) Multiagency Coordination Systems. Multiagency coordination systems may be required for incidents that require higher level resource management or information management. The components of multiagency coordination systems include facilities, equipment, EOCs, specific multiagency coordination entities, personnel, procedures, and communications; all of which are integrated into a common framework for coordinating and supporting incident management.

d) Public Information. The NIMS system fully integrates the ICS Joint Information System (JIS) and the Joint Information Center (JIC). The JIC is a physical location where public information staff involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions. More information on JICs can be obtained in the DHS *National Incident Management System Plan*, dated March 2004.

2. Preparedness. Preparedness activities include planning, training, and exercises as well as certification of response personnel, and equipment acquisition and certification. Activities would also include the creation of mutual aid agreements and Emergency Management Assistance Compacts. Any public information activities such as publication management would also be preparedness activities.

3. Resource Management. All resources, such as equipment and personnel, must be identified and categorized. Systems for describing, inventorying, requesting, and tracking resources must also be established.

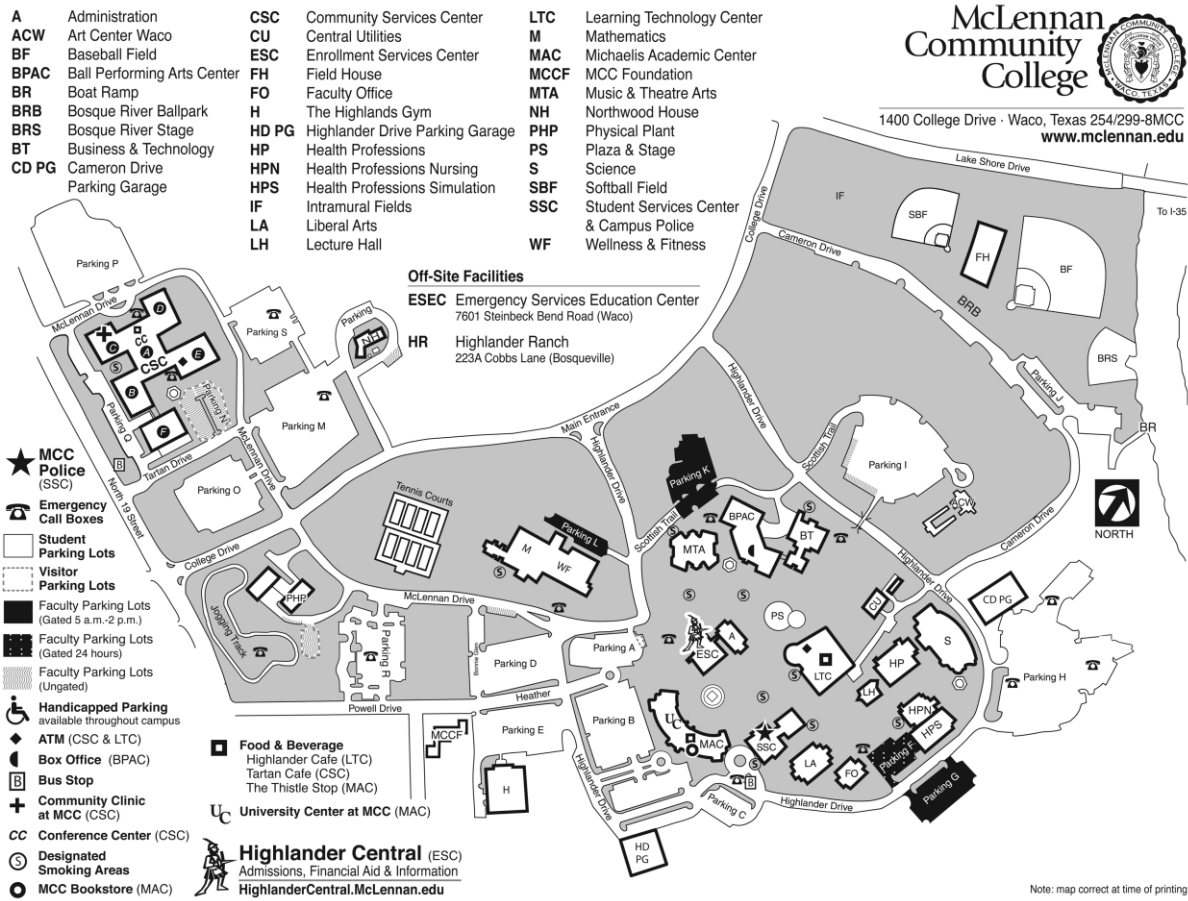
4. Communications and Information Management. Adherence to NIMS specified standards by all agencies ensures interoperability and compatibility in communications and information management.

5. Supporting Technologies. This would include any technologies that enhance the capabilities essential to implementing the NIMS. For instance, voice and data communication systems, resource tracking systems, or data display systems.

6. Ongoing Management and Maintenance. The NIMS Integration Center provides strategic direction and oversight in support of routine review and continual refinement of both the system and its components over the long term.

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ATTACHMENT IV CAMPUS MAP



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ATTACHMENT V GPS Coordinates of Campus buildings

Building	Latitude	Longitude	Elevation - Ft.
Administration	31.589225°	-97.172199°	514
Arts Center	31.591459°	-97.170649°	499
Ball Performing Arts Center	31.589944°	-97.172434°	500
Bosque River Stage	31.593587°	-97.170024°	381
Business and Technology	31.590266°	-97.172036°	502
Central Utility	31.590173°	-97.170017°	484
Faculty Office Building	31.588551°	-97.170256°	514
Field House	31.593647°	-97.171830°	400
Fine Arts	31.589827°	-97.173071°	505
Health and Physical Education	31.589020°	-97.174531°	506
Health Professions	31.589692°	-97.170386°	498
Health Professions Simulation Lab	31.589279°	-97.169674°	500
Learning Technology Center	31.589428°	-97.171284°	509
Liberal Arts	31.588456°	-97.170711°	517
McLennan House and Gardens	31.587060°	-97.174697°	533
Michaelis Academic Center	31.588026°	-97.172218°	522
Northwood House	31.589859°	-97.177430°	517
Nursing Health Professions	31.589434°	-97.169917°	504
Physical Plant	31.587454°	-97.177043°	517
Science Building	31.590231°	-97.170134°	494
Student Center	31.588502°	-97.171257°	510
Student Services	31.588950°	-97.172399°	518
The Highlands Gym	31.586631°	-97.173797°	525
Emergency Services Education Center	31.601983°	-97.213280°	477
Fire Tower	31.603037°	-97.213128°	480
Veterinary Technology/Agriculture	31.651403°	-97.209750°	422
Maintenance Shed	31.652086°	-97.206583°	422
Stallion Barn	31.648051°	-97.212863°	453
Community Services Center			
Building A- Conference Center	31.588933°	-97.179916°	515
Building B- Continuing Ed.	31.588381°	-97.179557°	519
Building C- Community Health Center/Allied Health	31.588729°	-97.180204°	515
Building D - Daycare Center	31.589262°	-97.179815°	511
Building E- Human Services/RSVP/Marcom	31.589044°	-97.179255°	508
Building F- Visual Arts	31.588205°	-97.179175°	522

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ATTACHMENT VI Campus Utility Cutoff Locations

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(Considered a protected document under the Homeland Security Act)

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ATTACHMENT VII PHONE TREE

MCC Police personnel will notify the Director of Emergency/Risk Management and Chief of Police immediately during emergencies. The phone tree will proceed as follows:

Chief of Police or designee will notify the following:

- President/CEO
- Director of Emergency/Risk Management if not already aware

Director of Emergency/Risk Management designee

- President/CEO if not notified by the Police Chief
- The Police Chief if not already aware

President or Designee will notify the following

- Director MARCOM
- Director of Human Resources
- Vice Presidents

VP – Finance and Administration will notify:

- Director Facilities Planning and Construction
- Director Physical Plant

Other notifications will occur as the situation warrants and is dependent on time of day and day of week as other resources may be more efficient to notify groups.

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ATTACHMENT VIII SAFETY AND SECURITY COMMITTEE (Also service as Core Planning Team Members)

Name/Position	Building	Rm #	Extension	Email
Frank Patterson Chair Director of EM/Risk and Ranch Operations	ADM			fpatterson@mclennan.edu
Ted Gonzalez Director Physical Plant	Physical Plant			tgonzalez@mclennan.edu
Clayton Williams Police Chief	SSC			rwilliams@mclennan.edu
Missy Kittner Chief Human Resources	ADM			mkittner@mclennan.edu
Carol Lance Sr. Executive Assistant VP office	ADM			clance@mclennan.edu
Gary Myles Director Emergency Services Education Center	ESEC			gmyles@mclennan.edu
Lindsey Vanek Coordinator Board Engagement Presidents office	ADM			lvanek@mclennan.edu
Mario Leal Chief Information Technology Officer	LTC			mleal@mclennan.edu
Kelli Nerhring Associate Director Accommodations and Title IX	SSC			knehring@mclennan.edu
Lawrence Brooks Network Specialist IT	LTC			lbrooks@mclennan.edu
Brad Christian Dean of instruction	ADM			bchristian@mclennan.edu
Brandon Hill Dean of student services	SSC			bhill@mclennan.edu
Kendra Palmer Manger Food Services	CSC			kpalmer@mclennan.edu
Mark Harmsen VP Finance and Administration				mharmsen@mclennan.edu
Lizett LaStrape Director Counseling Center				llastrape@mclennan.edu
Londa Carriveau Director educational partnerships				lcarriveau@mclennan.edu
Jennifer Marshall-Higgins Director Marketing and Communications				jmarshallhiggins@mclennan.edu

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ATTACHMENT IX SAFETY AND SECURITY AUDIT

SAFETY AND SECURITY AUDIT CERTIFICATION STATEMENT		
Date Safety and Security Audit Was Completed	Person or Agency Who Conducted the Safety and Security Audit	Date Safety and Security Audit Report Was Submitted to the Board of Trustees
7-19-2021	Frank Patterson Director of Emergency Management	July 13, 2021
7-16-2024	Frank Patterson Director of Emergency Management	August 9, 2024

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ATTACHMENT X Emergency Contact Numbers

(Cell Phone Numbers are kept confidential)

Name	Department	Office
*Johnette McKown	President	299-8601
Stephen Benson	VP Finance & Administration	299-8649
Fred Hills	VP Instruction	299-8602
Laura Wichman	VP Strategic Planning & Enrollment	299-8476
Clayton Williams (4)	Director, Public Safety/Police Chief	299-8844
*Frank Patterson (1)	Director Emergency/Risk Management	299-8830
Main Campus		
Joe Arrington	Human Services & Education	299-8706
Kirk Brunson	Maintenance	299-8897
Londa Carriveau	Educational Partnerships	299-8380
Brad Christian	Arts & Sciences	299-8661
Ashely Cruseturner	Social/Behavioral Sciences	299-8928
Karen Clark	Admissions & Recruitment	299-8689
Noah Daly	Infrastructure	299-8089
*Lisa Elliott (2)	Marketing and Communications	299-8640
Christi Esquivel	Business Programs	299-8228
Dianne Feyerherm	Physical Plant	299-8843
Glynnis Gaines	Health Professions	299-8306
Frank Graves	Workforce & Public Service	299-8126
Brandon Hill	Students	299-8402
Shannon Hill	Math & Sciences	299-8179
Don Hurst	Administrative Systems	299-8080
Sandy Jones	Financial Aid	299-8608
Missy Kittner	Human Resources	299-8514
David Kuehne	Customer Support Services	299-8091
Justin Lawson	EMS/Paramedicine	299-8311
Mario Leal	Information Systems & Services	299-8089
Kevin Lightfoot	Library Services	299-8333
Bill Matta	Language/Literature/Communication	299-8903
Bryan Mohan	Grounds	299-8865
Mandy Morrison	Visual and Performing Arts	299-8287
*Jennifer Norman (3)	Marketing and Communications	299-8721
Leonard Nowaski	Follett Bookstore	299-8430
Elaine Ortega	Custodial	299-8866
Vickie Peterson	Administrative Systems	299-8073
Brian Renniger	Facilities Planning and Construction	299-8849
Holly Surginer	Records/Registration	299-8660
Jodi Tindell	Purchasing & Central Services	299-8700
Shawn Trochim	Athletics	299-8811
John Segovia	Cybersecurity & Online Technologies	299-8077
Highlander Ranch & ESEC		

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Gary	Myles	Emergency Services Education Center	299-6501
Samuel	Weinberger	Highland Ranch	299-8511
Aimee	Edwards	Highland Ranch (CE)	299-8553
Sue	Allen	Veterinary Technology Ranch	299-8742
<hr/>			
Waco-McLennan County Emergency Management			750-5911
Waco-McLennan County Public Health District			750-5450
Waco Police Department Non-Emergency			750-7500

* Individuals trained to send E-2 Campus Emergency Messages

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ATTACHMENT XI Annex Assignments

Annex	Assigned To:
Annex A: Warning and Notifications	Director of Emergency/Risk Management
Annex B: Communications	Director of Emergency/Risk Management
Annex C: Shelter and Mass Care	City County EM Plan
Annex D: Radiological Protection	City County EM plan
Annex E: Evacuation	MCC Chief of Police
Annex F: Firefighting	City County EM Plan
Annex G: Law Enforcement	MCC Chief of Police
Annex H: Health and Medical	Director of Emergency/Risk Management (See Communicable Disease Plan and Behavioral Assessment Team Guidance)
Annex I: Public Information	Director of Marketing and Communications
Annex J: Recovery	Director of Emergency/Risk Management (See COOP Plans)
Annex K: Public Works and Engineering	City County Plan
Annex L: Energy and Utilities	City County Plan
Annex M: Resource Management	Not developed
Annex N: Direction and Control	Director of Emergency/Risk Management
Annex O: Human Services	City County EM Plan
Annex P: Hazard Mitigation	Not developed
Annex Q: Hazardous Material and Oil Spill Response	Director of Emergency/Risk Management
Annex R: Search and Rescue	City County EM Plan
Annex S: Transportation	City County EM Plan
Annex T: Donations Management	Not Developed
Annex U: Legal	Contracted service
Annex V: Active Threat/Shooter	MCC Chief of Police
Annex W: Severe Weather	Director of Emergency/Risk Management
Annex X : Cyber Security	Director of Information Support Services

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APPENDIX XII Distribution List

Name	College Position	All plans are on share point and accessible to all employees. An email in sent out to employees at the beginning of each school year
Johnette McKown	President	
Mark Harmson	VP Finance and Administration	
Chad Eggleston	VP Instruction	
Laura Wichman	VP strategic planning	
Jennifer Marshal Higgs	Marketing and Communications	
Stephanie Albright	Dean Education and Learning Services	
Brad Christian	Dean Arts and Sciences	
Frank Graves	Dean Workforce Education	
Bradley Christian	Dean of Arts and Science	
Joe Arrington	Chair Human Services	
Gary Miles	Chair Emergency Services Education	
Missy Kittner	Human Resources	
Ted Gonzalez	Physical Plant	
Glynnis Gaines	Dean of Health Professions	
Brandon Hill	Dean of Students	
Kevin Lightfoot	Director Library Ed.	
Bill Matta	Chair Language and Literature	
Ashely Cruseturner	Chair Social and Behavioral Sciences	
Mandy Morrison	Chair Visual and Performing Arts	
Clayton Williams	Chief of Police	
Mario Leal	Director Information Systems	
Londa Carriveau	University Center	
Christi Esquivel	Chair Business Programs	
Shawn Trochim	Athletics	
Holly Sullinger	Registrar	

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Sue Allen	Veterinary Technology	
All MCC Board of Trustees		Provided to them via president of the college

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ATTACHMENT XIII

NIMS Adoption policy

McLennan Community College

POLICIES AND PROCEDURES

Reference:	E-XVI	Effective Date	11/26/2019
Subject:	National Incident Management System (NIMS)		
Source:	Board of Trustees		
Approval Authority:	Board of Trustees	Approval Date	11/26/2019
History:	Previously effective 11/26/2019, replaced policy dated New Policy		
Remarks:	Policy updated to new format.		

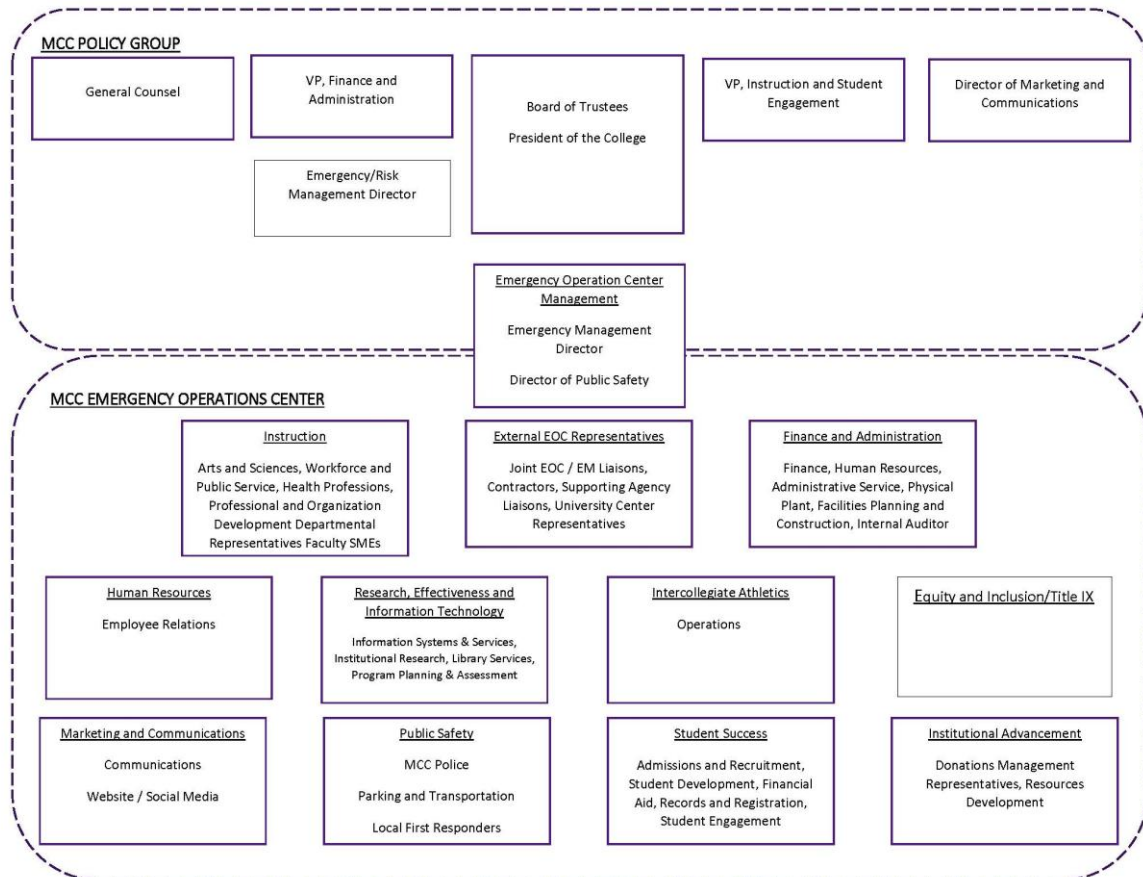
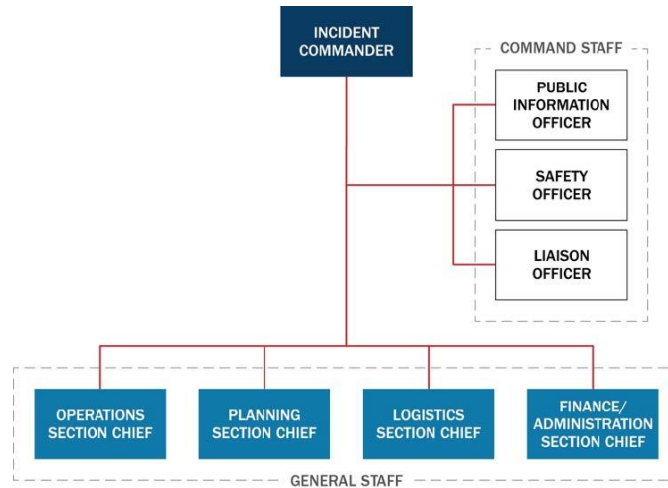
McLennan Community College officially establishes and adopts the National Incident Management System (NIMS) as the standard for incident management.

BACKGROUND

NIMS provides a consistent nationwide approach for federal, state, local and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity

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ATTACHMENT XIV Incident Command Structure EOC Structure



McLennan Community College Emergency Operations Plan update 9-2025

Final Audit Report

2025-09-22

Created:	2025-09-22
By:	Frank Patterson (fpatterson@mclennan.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAzs26Tj4fSBXSVf_uYnm1FIUdKmThC3s5

"McLennan Community College Emergency Operations Plan update 9-2025" History

-  Document created by Frank Patterson (fpatterson@mclennan.edu)
2025-09-22 - 2:38:55 PM GMT- IP address: 198.134.151.253
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