



**DEPARTMENT OF CORRECTIONS
Administration**



Title:	Emergency Management	DOC Policy: 10.3.1
Effective:	11/22/17	Supersedes: N/A
Applicability: DOC employees, contractors, volunteers and OCE employees		
Directives Cross-Reference:		
Rule: Use of Force, 291-013		
Policy: Emergency Staff Services and Critical Incident Trauma Management, #20.5.2		
Critical Incident, #40.1.8		
TERT, CF1		

I. PURPOSE

The purpose of this policy is to outline the all hazards approach needed by the Department of Corrections for emergency management. The all hazards approach will:
Design the mechanism to meet the responsibilities for the coordination and planning of emergency management for the Department of Corrections.

- A. Develop, test and maintain the individual mission areas of the emergency management system to include Preparedness, Prevention, Protection, Response, and Recovery.
- B. Define the role of the Department of Corrections Central Office during emergency situations.
- C. Determine the emergency command structure and the support functions required during incidents and/or emergencies, and define essential responsibilities.
- D. Specify a standardized practice to respond to, resolve and recover from incidents as they occur regardless of size, magnitude, complexity or duration.

II. DEFINITIONS

- A. After Action Report/Improvement Plan (AAR/IP): The main product of the Evaluation and Improvement Planning process. The After Action Report/Improvement Plan (AAR/IP) has two components: an After Action Report (AAR), which captures observations of an actual incident or exercise and makes recommendations for post Incident or exercise improvements; and an Improvement Plan (IP), which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion.
- B. Agency Incident Management Team: An Incident Management Team (IMT) is an incident command organization made up of the Command and General Staff members and other appropriate personnel in an ICS organization and can be deployed or activated, as needed. Some Incident Management Team members may have formal certifications and qualifications. In other cases, ad hoc teams are formed at an incident or for specific events. Activated to manage or support incident management at major or complex incidents that may extend beyond one operational period. Capable of functioning in an incident management function that may involve resources from multiple agencies and jurisdictions.

- C. Agency Operations Center (AOC): The physical location at which the coordination of information and resources to support the response, resolution and recovery efforts of an Incident Commander (on-scene operations) at a correctional functional unit who has, or is about to exhaust local resources. The AOC will also provide, track and recover DOC resources when able, to local communities through the Emergency Coordination Center during times of State Declared Emergencies.
- D. Command Post: The location at which the primary tactical-level, on-scene incident command functions are performed. The Command Post is a safe and secure location that supports the functions of command and command structure.
- E. Continuity of Operations Plan (COOP): An effort within individual agencies to ensure that they can continue to perform their Mission Essential Functions (MEFs) and Primary Mission Essential Functions (PMEFs) during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.
- F. Critical Incident Stress Management (CISM) Team: Team is responsible for the prevention and mitigation of disabling stress among emergency responders in accordance with the standards of the International Critical Incident Stress Foundation (ICISF).
- G. Critical Incident Stress Management Team Coordinator: Person designated by the Functional Unit Manager as the supervisor of a Critical Incident Stress Management Team. Has experience in team administration and knowledge of International Critical Incident Stress Foundation standards.
- H. Department Emergency Manager: A management employees, as assigned and designated by the Chief of Security, that has the primary responsibility to assess, assign, audit, coordinate, create, develop, equip, exercise, lead, monitor, plan, support, train, and update emergency management activities throughout the department. Secondary responsibilities include programs or process that reinforces the emergency management of the Department, e.g. Security Audits, Security Reviews, and Co-Chair the Security Equipment Standardization Committee. Serves as the Oregon Office of Emergency Management (OEM) Emergency Coordination Center (ECC) Liaison during times where the State Emergency Coordination Center is activated. In this role serves as the Director's representative and the department's point of contact for the Oregon Emergency Response System (OERS) and the State Emergency Coordination Center.
- I. Department of Corrections (DOC) Facility: Any institution, facility, or staff office, including the grounds, operated by the Department of Corrections.
- J. Department of Corrections Emergency Management Office: Department Office in the Operations Division under the Chief of Security and is responsible for Emergency Management Program, Special Teams and Functions, Security Equipment Standardization, Security Audits, as well as having a shared responsibility for Developing Leaders.
- K. Director: The Director of the Department of Corrections. The highest command employee in the Department of Corrections who assists the facility incident commander in assessing the emergency, identifying, and providing needed resources for the resolution to an emergency.
- L. Drill: A type of operations-based exercise that is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity (e.g., Special

- Weapons and Tactics team conducts a building clearing drill). Drills are commonly used to provide training of new equipment, develop or test new policies or procedures, or practice and maintain current skills.
- M. Emergency Management Program: A comprehensive system that requires a continuous department commitment to resources such as personnel, equipment and places. This ensures an all risk approach to any incident through the cyclic approach of Preparedness, Prevention, Protection, Response, and Recovery occurs.
 - N. Facility Emergency Management Coordinator: A management employee whose primary responsibility is to coordinate and monitor emergency management activities at a DOC facility.
 - O. Full Scale Exercise: A multi-agency or singular functional unit involving two or more sections, operations-based exercise involving actual deployment of resources in a coordinated response as if a real incident had occurred. A full-scale exercise tests many components of one or more capabilities within emergency response and recovery, and is typically used to assess plans and procedures under crisis conditions, and assess coordinated response under crisis conditions. Characteristics of a full-scale exercise include mobilized units, personnel, and equipment; a stressful, realistic environment; and scripted exercise scenarios.
 - P. Functional Exercise: A single or multi-agency operations-based exercise designed to evaluate capabilities and multiple functions using a simulated response. Characteristics of a functional exercise include simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment.
 - Q. Functional Unit Manager: Any person within the Department of Corrections who reports to the Director, an Assistant Director, or an administrator and has the responsibility for the delivery or program services or coordination of program operations.
 - R. Incident: Any incident or event outside the ordinary and routine, or that may require additional resources or redeployment of resources.
 - S. Incident Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. In addition to managing the incident scene, he or she keeps the Agency Executives/Senior Officials informed and up to date on all important matters pertaining to the incident.
 - T. Incident Command System for Corrections (ICSC): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICSC is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all types of incidents and is applicable to small as well as large and complex incidents.
 - U. Incident Command System for Corrections Simulations: a staged incident in which participating staff react in terms of planning, directing and communicating as if the

incident were actually occurring while in the field. The purpose of simulations is not to critique an individual but to provide a controlled, group training activity with objectives and outcomes related to on the job performance. This affords positive reinforcement of Incident Command System for Corrections principles and practices.

- V. Liaison Officer: The Liaison Officer is the incident command's point of contact for representatives of governmental agencies, jurisdictions, non-governmental organizations (NGOs), and private sector organizations that are not included in the Unified Command. Through the Liaison Officer, these representatives provide input on their agency, organization, or jurisdiction's policies, resource availability, and other incident-related matters. Under either a single Incident Commander or a Unified Command structure, representatives from assisting or cooperating jurisdictions and organizations coordinate through the Liaison Officer. The Liaison Officer may have assistants.

- W. Section Chief: General Staff positions of the Incident Command System. They include:
 - 1. Operations Section Chief: Tasked with directing all actions to meet the incident objectives.
 - 2. Planning Section Chief: Tasked with the collection and display of incident information, primarily consisting of the status of all resources and overall status of the incident.
 - 3. Finance/Administration Section Chief: Tasked with tracking incident related costs, personnel records, requisitions, and administrating procurement contracts required by Logistics.
 - 4. Logistics Section Chief: Tasked with providing all resources, services, and support required by the incident.

- X. Tabletop Exercise: A discussion-based exercise intended to stimulate discussion of various issues regarding a hypothetical situation. Tabletop exercises can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, or recovery from a defined incident. Tabletops are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem-solving rather than the rapid, spontaneous decision-making that occurs under actual or simulated emergency conditions.

III. POLICY

A. Incident Command System for Corrections

- 1. It is the policy of the Department of Corrections that the Incident Command System for Corrections shall be the organizational structure implemented to work through any incident or event outside the ordinary and routine or requires additional resources or redeployment of resources.
- 2. The Oregon Department of Corrections Incident Command System for Corrections Operations Manual is the guideline for the activation and application of the Incident Command System for Corrections during any incident.

3. A command structure will be established that allows incident response to stay ahead of incident activity, as well as, effectively manage and overcome the incidents size, magnitude, predicted duration and complexity. The command structure shall expand or contract dependent upon the specifics of the incident to appropriately manage resources, maintain a reasonable span of control, resolve the incident and return back to normal operations.

B. Command

1. Command shall be assumed at the onset of an incident by the first responder on scene who is not actively involved in the incident.
2. Through the duration of an incident, the Incident Commander is delegated the same authority as of the Functional Unit Manager. This authority is delegated to the Commander for the purpose to reasonably assemble, assign and direct resources as perceived necessary to stay ahead of the incident, resolve the incident, and return the facility to normal operations. When no other alternative reasonably exists, it may become necessary for an Incident Commander to deviate from policy. When able, the commander will confer with the Functional Unit Representative and/or Agency Representative for guidance prior to the deviation, time and circumstances permitting. The Commander is accountable to the deviation and its outcomes.
3. An employee assuming Command shall retain that role unless the incident is beyond the employee's competence as an Incident Commander in relation to the specifics of the incident. A change of command should occur only when doing so would improve and strengthen the organizational structure and response to the incident. An on-scene supervisor's responsibility is not negated by having an Incident Commander of a subordinate rank.
4. Command may be established in three ways:
 - a. Singular Command: Command is established and maintained by one person of one particular agency or discipline.
 - b. Unified Command: Command is shared and maintained by 2 or more people from multiple agencies or disciplines.
 - c. Area Command: Command is established in multiple jurisdictional or geographical locations for the same incident.

C. Liaison Officers

Agencies or organizations involved in the incident that lack jurisdictional responsibility or authorities are referred to as cooperating or assisting agencies. Whether represented in Unified Command or through the Liaison Officer, every jurisdiction, organization, or agency representative is responsible for communicating agency-specific information, including:

1. Statutory authorities and responsibilities;
2. Resource availability and capabilities;
3. Constraints, limitations, concerns; and
4. Areas of agreement and disagreement between agency officials.

D. Tactical Priorities

The following tactical priorities must be considered upon activation of the Incident Command System in the functional units and/or to plan and manage scheduled events:

1. The safety of the general public; as well as the safety, welfare and accountability of employees, volunteers, visitors and inmates;
2. Stabilize, isolate and contain the incident and provide for preservation of life, property and order;
3. Remove endangered persons and obtain treatment for the injured;
4. Conserve expense and damage to property;
5. Resolve the incident and return the institution to normal operations.

E. Designated Initial Incident Response Teams

Institutions will develop and utilize designated initial incident response teams to standardize an identified and limited, rapid, initial incident response mechanism.

1. A Team: comprised of employees who are able to immediately respond to an incident whose primary objective will be to resolve an incident they are dispatched to. Secondly, they will isolate and contain an incident they are unable to resolve and request additional assistance.
2. B Team: comprised of employees who are able to respond with limited actions to become available to respond. B Team is the backup contingency to the A Team as well as initial responders to a secondary incident should it occur in the same operating area the A Team is already committed to.
3. Should a B Team response be called for, the need to lockdown will be assessed to aid in the isolation and containment of the incident, stopping of inmate movement, freeing of additional resources and identifying the occurrence of possible set-up or diversion.
4. Upon an announcement to lockdown, the Incident Commander will declare a staging area for staff resources to assemble should a B Level response become needed. The first person to arrive at the staging area will become the staging area manager unless otherwise assigned.

F. Tactical Debriefing

A Tactical Debriefing is necessary to occur at the conclusion of any incident, planned or unplanned. Incidents involving life safety may necessitate consultation with the Functional Unit Manager to ensure the ability for all necessary stakeholders presence e.g. Safety Manager. The Incident Commander is responsible for scheduling and conducting a Tactical Debriefing with those involved in the incident. Non-incident participants may attend to listen and learn from actions taken and suggestions for improvement. The purpose of this type of debriefing is learning and improving.

1. Tactical Debriefings for actual Incidents or their potential necessitating the:
 - a. activation of "Assessment" Command Mode;

- b. resolution through the “Initial Response” Command Mode;
 - c. activation of the “Command Post” Command Mode, or
 - d. meet the criteria of a Critical Incident per DOC Policy Critical Incident, #40.1.8, in any Command Mode
2. Tactical Debriefings will include and follow a framework that provides:
- a. A report by the Incident Commander of outcomes, issues needing attention, ongoing concerns for operations going forward and individual or team commendations.
 - b. A forum for Section Chiefs, if assigned, to report on the successes or problems encountered in their specific areas of responsibility.
 - c. An open forum for all participants to voice observations, concerns or commendations.
3. Upon completion of a Tactical Debriefing, an After Action Report will be created to capture the events and actions occurring during the incident and comments from participants. An After Action Plan will be developed to address deficiencies and recommendations, to ensure practical improvements are made as a result of debriefing suggestions provided. The After Action Report and Improvement Plan shall be published and sent to the DOC Chief of Security and the Functional Unit Manager.

G. Critical Incident Stress Debriefing

- 1. A Critical Incident Stress Debriefing will be conducted per ODOC Policy, Critical Incident Stress Management Team and Critical Incident Stress/Trauma Management, #20.5.2. The Debriefing is confidential, clinician lead, and limited to only those involved in the incident.
- 2. The activation of the Critical Incident Stress Management Team Coordinator shall be accomplished anytime the “Command Post Mode” is implemented, or the incident meets the criteria of a Critical Incident. The team coordinator shall report to the Logistics Section Chief, unless this section chief is not activated. In that scenario, the team coordinator shall report to the Commander. The team coordinator is responsible for recommending the appropriate type and amount of Critical Incident Stress Management resources through the supervisor assigned under.

H. Agency Operations Center

- 1. Upon notification to Central Office of any Functional Unit’s imminent likelihood of experiencing an incident or having an incident in progress, the following actions will be taken. The Assistant Director or designee receiving the notification will consider the incidents:
 - a. Potential for escalation
 - b. Magnitude

- c. Predicted duration
 - d. Potential to exhaust local resources
 - e. Recovery and return to normal operations
2. The assessment will determine if it is necessary for the Assistant Director or designee to notify the Agency Incident Management Team to consider any necessary activation of an Agency Operations Center at an appropriate level to coordinate a department level response. Central Office will provide support to the Commander from the functional unit having a reported incident, in accordance with the Department's Operations Manual for the Agency Operations Center.
 3. The Agency Incident Management Team shall assess any incident in which the State of Oregon Emergency Coordination Center is activated. The Incident Management Team will assess the magnitude, size and predicted duration of the emergency and dictate the Department's activation level, if any, of the Agency Operations Center.
 - a. The Department Emergency Manager fills the role of the State Emergency Coordination Center Liaison and serves as the Director's representative and the department's point of contact at the Oregon Office of Emergency Management (OEM) Emergency Coordination Center.
 - b. This position ultimately reports to the Oregon Office of Emergency Management Coordination Section Chief, who issues mission assignments. For span of control, the Emergency Support Functions have been broken into branches. This position reports directly to the Oregon Office of Emergency Management Emergency Services Branch Chief.
 - c. This position ensures the Department of Corrections can meet its current operational requirements and request from other municipalities without over-extending its critical resources and assets.
 - d. When the Department of Corrections Agency Operations Center is activated this position works closely with the Department of Corrections Agency Operations Center Manager and Department of Corrections Finance Section Chief to ensure all Department of Corrections resources and assets are tracked accurately for reimbursement and recovered post incident.

I. Special Teams and Special Functions

1. In accordance with existing policy and procedures, functional units shall develop, equip and train employees to support the Incident Commander during incident operations. Oregon Department of Corrections special teams and functions will include:
 - a. A and B Initial Incident Response Teams
 - b. Critical Incident Stress Management Teams
 - c. Intelligence function
 - d. Public Information

2. In accordance to existing policy, teams may also include:
 - a. Crisis Negotiation Teams
 - b. Special Weapons and Tactics Teams.
3. Functional units shall also consider identification of:
 - a. Incident Management Teams
 - b. Restraint and Escort Teams
 - c. Other teams or groups routinely used to support the Incident Commander during an incident.
4. Training for Special Teams and Special Functions will be reviewed and approved by the Chief of Security.

J. Emergency Management Program

1. The Emergency Management Program is a comprehensive system that requires a continuous department commitment to personnel, resources and time to ensure a systematic and standardized approach to incidents that includes Preparedness, Prevention, Protection, Response, and Recovery, to include the following goals:
 - a. Effectively regulate and maintain a safe and humane environment for the public, its employees and inmates.
 - b. Protection of the public; life safety; incident stabilization; removing people from harm and provide aid; property conservation, and returning the facility to normal operation.
 - c. Enables employees to maintain and restore humane and professional conditions of incarceration as quickly and safely as possible.
 - d. Provides an incident response utilizing Incident Command System for Corrections as its operational structure in one or a combination of the following Command Modes, Assessment, Initial Response and Command Post.
 - e. Affords employees the ability to expediently resolve the situation with the least amount of force and achieve the legitimate correctional objective.
2. The department shall develop emergency plans in an all hazards approach, for incidents that are most common to potentially occur in the majority of its facilities. Each DOC facility shall develop emergency plans to respond to incidents specific to their facility. These plans will be approved by the Department Emergency Manager.
3. The department shall assign an East and West regional management employee to perform the duties of the Department Emergency Manager as their primary and dedicated function within the Department of Corrections Office of Emergency Management. These positions will report directly to the Chief of Security. These positions will also have responsibility for Security Audits, Equipment

Standardization and the developing of leaders. These positions will act as advisors to Department Safety Manager and facility safety programs in areas that impact Preparedness, Prevention, Protection, Response and Recovery of incidents.

4. Each functional unit manager shall assign a management employee to perform the duties of Facility Emergency Management Coordinator. The Facility Emergency Management Coordinator at medium and maximum custody institutions shall be assigned to a manager having the rank of Captain. The Facility Emergency Management Coordinator at minimum custody facilities and Transport Unit shall be assigned to a manager having the rank of Lieutenant. These positions may have additional institutional collateral duties to their emergency management responsibilities, preferably, that directly support the Emergency Management program. As applicable to the specific location, the Facility Emergency Management Coordinators will have local oversight of Crisis Negotiation Teams, Critical Incident Stress Management Teams, Special Weapons and Tactics Teams, and act as liaison with Special Functions, Intelligence and Public Information. The Facility Emergency Management Coordinators are subject to rotation no less than every five years. Non-institutional functional units, e.g. Central Office, Central South, and Central Distribution will identify a primary and secondary safety committee member to act as their Emergency Management Coordinator. Community Corrections may identify a primary and secondary emergency coordinator in each county the department operates in. Oregon Correctional Enterprises may identify and assign a primary and secondary employee as their Emergency Management Coordinator out of their central headquarters. Facility Emergency Management Coordinators shall sit as an advisor to their local Safety Committee. Facility Emergency Management Coordinators have collateral reporting responsibility to Department Emergency Managers.
5. Each DOC facility shall network with each other as well as with Department Emergency Managers to maintain resources and a level of preparedness to reasonably respond to any incident regardless of size, magnitude, complexity or duration. These resources will be recorded in a format to afford cross indexing resources by location, type, or operator requirements, if any. This information will be provided to the Emergency Managers for department wide compilation.

K. Inherent Risk

1. The acceptance of employment, contractor or volunteer assignment in a Department of Corrections facility will be acknowledgment of the risk which may be involved in the employment, contracting or volunteer assignment. The department will provide continuing education, training, policy and procedure to aid staff awareness of, response to risks that are or can be present in a Department of Corrections functional unit.
2. Employees, volunteers, contractors or vendors must be aware that no one retains his/her authority if taken hostage, regardless of his/her rank or position within the organization. Likewise, there is an inherent risk for any person living, working, visiting, or delivering services in a Department of Corrections facility.
3. Department employees will expend every reasonable effort to protect the physical welfare of all persons living, working, visiting, or delivering services to a Department of Corrections facility. However, employees will not be intimidated into taking any action not consistent with sound correctional practice.

4. If any person is taken hostage, sound correctional practice shall include the following:
 - a. Inmates will not be granted freedom from the confines of a correctional facility;
 - b. Immunity from prosecution or amnesty will not be granted;
 - c. Prosecution will be pursued vigorously in all cases;
 - d. Hostages will have no authority to give orders;
 - e. No demands of the hostage taker(s) will be honored;
 - f. Keys or weapons or their use will not be surrendered; and
 - g. Drugs, liquor, or transportation requests from inmates will not be considered.

L. Emergency Management Mission Areas

1. Preparedness
 - a. Activities to develop and/or enhance the response capabilities that will be needed should an incident arise. Planning, Equipping, Training, Simulations, Drills and Exercises are the major activities that support preparedness. Each functional unit will maintain a perpetual inventory of equipment and its location that is designed or dedicated to be used during incidents that may occur. A listing of a sufficient number of staff trained on specific equipment will be maintained by the Emergency Coordinator.
 - b. As established by policy, depending on a functional unit's custody level, they will also maintain equipment, staffing and training to support or host one or more of the following special functions or teams: Response Teams, Public Information Function, Intelligence Function, Critical Incident Stress Management Team, Crisis Negotiation Team, and Special Weapons and Tactics Team.
 - c. The Department will develop, and each functional unit will maintain, Incident Response Manuals that are consistent in design and type of content across the department. The Incident Response Manuals will be maintained both electronically and in a limited published quantity. Specific content within the manuals is confidential and identified accordingly.
 - d. The Incident Response Manuals will contain necessary notification and recall information, instruction, guidance, agreements and plans to support a commander's decision making and planning process to respond to, resolve and recover from an incident. The Incident Response Manuals will be continuously updated by the Emergency Management Coordinator at each location and audited no less than annually.
 - e. Each functional unit shall complete an annual Risk Assessment to identify likely hazards the facility may face in the following 12 months. The completed Risk Assessment will be maintained the Incident Response Manuals and a copy forwarded to the Department Emergency Manager. Assessment tools

will address specific unit types in correlation to Emergency Management Mission Areas.

2. Prevention

- a. The use of activities and tools to eliminate an incidents occurrence and/or consequences. Prevention involves actions to; audit, review, test and maintain optimal operating security, as well as, safety systems and practices; and operate a continuous formal and informal intelligence function to facilitate the monitoring, assessing and reporting of pre-incident indicators.
- b. Prevention activities by one form of a formal intelligence function, Security Threat Management, is driven by ORS 291-069-0220 having functional units identify an Institution Intelligence Officer to act as liaison with the Security Threat Lieutenant.
- c. The intelligence function within the Office of the Inspector General is the department's centralized intelligence data collection, and analyst function.
- d. Prevention activities may bring a Functional Unit into "Assessment Mode" should indicators warrant the activation of the Incident Command System for Corrections as an organizational structure to develop and implement preventative strategies.
- e. Prevention activities will include each institution functional unit having a Security Audit conducted annually to identify vulnerabilities, and recommendations for their correction. An Action Plan to assign and track responsible persons and progress will be developed.
- f. Prevention activities will include the Department of Corrections Emergency Management Office, by the directions of the Chief of security, conducting Security Reviews of significant or reoccurring incidents. The Security Review is conducted to determine causal factors and root cause of an incident or reoccurring negatively impacting issue in regard to security training, practices, protocols, procedures and systems, which are mechanical or human conducted, controlled or supervised. An action plan to prevent future reoccurrence will be developed by the functional unit with the assistance of these findings. Security Review incidents involved but are not limited to:
 - i. Discharge of a firearm
 - ii. Discharge of a chemical agent or electronic control device in the community
 - iii. Perimeter security
 - iv. Attempt or actual escape
 - v. Death
 - vi. Reoccurring Security Audit Standard in non-compliance
 - vii. Reoccurring Vulnerability Test failure

3. Protection

- a. The use of activities and tools to reduce the risks and consequences of an incident, when prevention is not possible. They involve actions to; protect the public, staff, visitors, and inmates; protect security systems and infrastructure, protect lives and property from threats as well as long-term activities that lessen the undesirable effects of unavoidable hazards.
- b. Protection activities may bring a Functional Unit into “Assessment Mode” should indicators warrant the activation of the Incident Command System for Corrections as an organizational structure to develop and implement preventative and mitigating strategies.
- c. Each Functional Unit will maintain a system to act as a mechanism of notification and recall, as appropriate, to gain additional staff resources, provide incident awareness to employees and to warn the public.
- d. The Department as well as each Functional Unit shall identify leadership, mission essential functions and the primary mission essential functions and resources necessary to continue or reestablish operations during catastrophic incidents detailing how and where within a Continuity of Operations Plan.

4. Response

- a. Response is the provision of emergency services during an incident. These actions help to reduce; danger to the public, casualties, damage to property and speed recovery. Response activities include the following:
 - i. Providing a Brief Initial Report
 - ii. Assuming Incident Command
 - iii. Giving warning
 - iv. Stabilize the incident by stopping its forward progression
 - v. Isolate and contain to prevent the spread of the incident
 - vi. Individual protective actions of one’s self or others
 - vii. Quelling violent or passive aggressive actions
 - viii. Rescue or remove persons in harm’s way
 - ix. Accounting for staff, visitors, volunteers, inmates, and equipment such as keys and radios.
- b. Response activities will place a Functional Unit into “Initial Response Mode” and may bring a Functional Unit into “Command Post Mode” depending on the incident size, magnitude, complexity and predicted duration. It may necessitate the activation of the Agency Operations Center at Central Office.

5. Recovery

- a. Short-term (Initial 72hrs) operations seek to restore vital service to the functional unit affected and provide for the basic needs of the facility, its staff

and inmates. This occurs while also operating under a combination of “Assessment Mode” and some form of “Command Post Mode” to ensure the facility:

- i. Is secure and structurally sound.
 - ii. Monitors intelligence for any potential threat of ongoing inmate unrest.
 - iii. Ensures contraband is searched for and recovered that may have aided or been created during the incident.
 - iv. Gathers all incident documents, compiled to accurately record the incident, and response to it.
 - v. Hold inmates accountable.
 - vi. Facilitate continuing communication of future direction and actions.
 - vii. A debriefing will occur to advise staff of the totality of the incident and actions taken, as well to afford task level staff to communicate their perception of what went well and any improvement actions to be considered.
 - viii. Systematic, limited, and incremental returning of out of cell hygiene, dayrooms, and meals activities toward normal operations. Issues or additional incidents may stop or reverse this process.
- b. Long-term (Post 72hrs) recovery focuses on future impacts as a result of the incident:
- viii. Implementing necessary security enhancements
 - ix. Conducting Critical Incident Stress Debriefing
 - x. Monitoring of inmate behavior and communications
 - xi. Conduct an After Action Review
 - xii. Development of improvement plans
 - xiii. Incremental returning of recreational, educational, work and social activities.

M. Training, Simulations, Drills and Exercises

1. Training for emergency management the Incident Command System will be provided by Emergency Management Coordinators or other identified and approved Incident Command System for Corrections trainers to new employees and annually thereafter for all levels of employees.
2. Training will be instructed using curriculum approved by the Professional Development Unit and by appropriately credentialed trainers.
3. Simulations, Drills, and Exercises develop training standards and curriculum; initiates training for all levels of employees; affords practice to allow participants to

learn as well as evaluate the effectiveness of emergency plans and training. The evaluations will be used to revise training standards, curriculum, training, exercises and plans.

4. Incident Command System for Corrections Simulations, Incident Drills, and Emergency Management Exercises:
 - a. Institutions: Simulations will be conducted no less than monthly on each shift to afford all employees the opportunity to practice and learn the Incident Command System for Corrections. Table Top exercises will be conducted no less than once each quarter of each year. One Functional and One Full Scale exercises, to include the activation of an expanded command structure will be conducted no less than once annually at each institution. Simulations and Exercises are conducted to determine the knowledge and effectiveness of the emergency management plans and systems. The fundamental purpose of simulations and exercises is to improve operational readiness. Full scale exercises, (involving non-ODOC agencies) must be pre-approved by a Department Emergency Manager.
 - b. Non-Institution units will conduct a minimum of 1 of each type of incident drill (Fire Drill, Earthquake Drill, etc.) annually, 1 table top exercise annually and 1 functional or full scale exercise annually such as Active Threat.
5. A Tactical Debriefing of any application of the Incident Command System for Corrections in Simulations, Drills, Table Tops, Functional or Full Scale Exercises will be conducted to determine effectiveness, deficiencies and recommendations for the improvement plan, to address plans, training and equipment, as well as mediate efficiencies as appropriate.
6. The facility emergency management coordinators will develop an improvement plan and identify the responsible person who will identify and enact actions to overcome deficiencies identified through the debriefing process.

N. Audits

1. The Emergency Management Program shall be audited no less than annually at each functional unit. This will be conducted by the Emergency Management Coordinator at each functional unit and using the Emergency Management Audit Tool. An improvement action plan will be created and completed for any non-compliance noted.
2. The Security Audit Standard for Emergency Management shall direct auditors in the manner to which the program is to be audited. Any non-compliant findings shall immediately have an improvement plan developed and reported to the Department Emergency Managers.
3. Department Security Audits and Facility Internal Security Audits will be conducted at all prison locations to assess adherence to policy, appropriateness of policy, and identify vulnerabilities likely to afford compromise to security systems, or processes and the safety of those who live, work, and visit the prison. An improvement action plan will be created and completed for any non-compliance noted.

IV. IMPLEMENTATION

This policy will be adopted immediately without further modification.

Certified: _____ signature on file _____
Michelle Mooney, Rules Coordinator

Approved: _____ signature on file _____
Brian Belleque, Deputy Director