

Incident Management Plan

Part I – Grab-n-Go



Saint Mary's College **Moraga, California**

May 15, 2009
Final (v1r1)

The purpose of the Saint Mary's College of California (SMC) Incident Management Plan is to provide guidelines for responding to emergencies resulting from fire, floods, storms, earthquakes, hazardous materials and other threats to human safety.

Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the Plan.

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PLAN ORGANIZATION

The Saint Mary's College Incident Management Plan is organized into three parts. Each part can be used separately as a stand-alone item.

- **Part I**, this document, provides the guidance and forms needed first by members of the Incident Management Team as they respond to the event. It is called the "**Grab-n-Go**".
- **Part II** provides guidance on the tasks and activities that will be performed by members of the Incident Management Team as it goes through the phases of activation, operation, and deactivation. This part contains the **Position Checklists**.
- **Part III** provides reference information and guidance on use of the Incident Command System, instructions for activating the Emergency Operations Center, and copies of the forms used by members of the Incident Management Team during activation, operation, and deactivation. This part contains the **Appendices**.

This part of the plan is called the '**Grab-n-Go**'. It is divided into three sections and a Glossary.

Section I provides information on Incident Assessment. It explains the levels of emergency, incident assessment criteria, and notification process. It lists meeting locations and criteria for plan activation.

Section II provides information on Incident Management Team Operation. It contains information on team organization and structure, identifies meeting locations, describes the communication process to be used for incident management, and provides guiding principles for the Emergency Operations Command Center.

Section III provides information on Action Planning. It defines the protocol for in-person and dial-in participation in the action planning process. It provides a format for developing the action plan to be used in each operational period once the team is activated as well as the format to be used for after-action reporting once the team is deactivated.

Glossary. This section of the Grab-n-Go defines terms contained in the Incident Management Plan that may not be familiar to the reader.

PRIORITIES

In the event of an emergency, Saint Mary's College personnel and equipment will be utilized to accomplish the following priorities in a safe, effective, and timely manner:

- | | |
|------------|---|
| Priority 1 | Protection of life and safety |
| Priority 2 | Maintenance of life safety and preliminary assessment of immediate damage |
| Priority 3 | Restoration of general College operations |

PURPOSE

The purpose of this plan is to provide Saint Mary's College with an effective methodology and protocol for managing emergencies involving:

- Educational, administrative and residential facilities at the Moraga and Rheem campuses.
- Disruption of business or loss of access to mission-critical offices and departments.
- Events which
 - Impact the reputation of Saint Mary's College
 - Interrupt Saint Mary's ability to conduct classes or provide services, research or business with stakeholders as appropriate
- Events which significantly affect students, faculty, staff, members of the President's Cabinet or Board members.
- Events with significant regional impact affecting the College's facilities and operations.

SECTION 1: EMERGENCY LEVELS, ASSESSMENT, NOTIFICATION, and EOC ACTIVATION

Levels of Emergency

Emergency conditions vary with each incident and activation. Incidents which may require activation of the Incident Management Team include:

Level	Example	Responsibility	Communication
I – Limited in Scope	Small-scale, localized problem confined to a single space such as a chemical spill or localized power outage Small fire with limited damage Bomb threat and building evacuation Short-term power outage	Managed as business as usual	Notification through usual means, usually handled by affected departments.
II– Moderate to Severe	Affects more than one localized area. May require a large-scale evacuation and include the need for off-campus emergency response resources such as the fire department to effectively control the situation. People impact – death or injury Technology failure Workplace violence Terrorism affecting region Brand impact	Incident Mgmt Team (IMT) activated Exec. Policy Group informed	Students, Parents, Staff, Faculty, IMT, Exec. Policy Group
III - Catastrophic	A campus-wide event causing significant property damage or injuries. A large scale emergency such as a strong earthquake that poses a major threat to life and property Major damage to facilities Bomb/explosion Catastrophic fire Major brand impact	IMT activated Exec. Policy Group activated	Students, Parents, Staff, Faculty, IMT, Exec. Policy Group, Other key stakeholders as necessary Board as necessary - FYI

- If it is necessary to evacuate the entire campus, the College will coordinate closely with the Town of Moraga and the Contra Costa County Office of Emergency Services. Declaration of a Level 3 Event is to be made by the President or Provost in consultation with the President.
- As a general practice, the SMC EOC will be activated under Level 2 and 3 emergencies.

Emergency Assessment –The Incident Assessment Team

The IAT is a subset of the College's Incident Management Team. The Initial Assessment Team (IAT) is responsible to:

1. Assemble as a team to assess incidents
2. Evaluate every incident likely to be a Level 1 – 3.
3. Assign a level ranking (1 – 3) to all events.
4. Determine whether or not to activate the College's Incident Management Team and Emergency Operations Center (EOC).
5. Communicate to others as noted in the responsibility matrix (previous page)

The Initial Assessment Team (IAT) is composed of the:

- Incident Commander
- Team Leaders of each team (Ops, Logs and Finance, P&I)
- This should include representatives from:
 - Athletics
 - CaTS
 - Communications
 - Facilities
 - Public Safety
 - Student Affairs
- Any member of the Incident Assessment Team who becomes aware of an emergency that may significantly interfere with Saint Mary's business operations shall immediately notify the other IAT members.
- All members of the IAT have the authority to activate the plan.

Emergency Notification

Phone (landline or cell)

If unable to speak with the person, leave an "urgent activation issue" voice message with specific instructions. Instructions may include a detail of the event and the designated meeting place, time of meeting, and other pertinent information.

Text Message (SMS)

You can send text messages to almost any other wireless phone in the U.S. by addressing messages to their 10-digit wireless telephone number. Your phone manufacturer and cellular service provider can provide instructions on how to create and send a message and directions vary by make and model of phone.

Email

The ability to contact others via e-mail will depend on the availability of power and the operation of the servers. When sending e-mail, if the recipient has multiple e-mail addresses, use all of them. Those located off-site may have the best chance of reaching the team member in a regional emergency.

In-Person

If unable to contact by the above means, meet at the pre-designated areas as

noted under "Initial Assessment Team Meeting Locations" section.

After-Hours Call Process

Any team member who becomes aware of a potential issue will call the other team members to determine if the plan should be activated.

IAT Meeting Locations

Virtual and physical meeting locations (in priority order).

Virtual meeting access:

- Conference bridge number

Physical meeting location:

- Primary* Main Campus – Filippi Academic Hall, Room 100 (FAH 100)
- Secondary* Main Campus – Facilities Service Building
- Tertiary* Rheem Campus – Rheem and Moraga Road



IAT – Activation Criteria Checklist

The Initial Assessment Team conducts an initial assessment to determine if the plan and Emergency Operations Center (EOC) should be activated. Major headings across the top of the matrix are used to assess the impact to stakeholders (vertical column). Checking any box indicates the item requires monitoring.

The first discussion concerns the type of event and its likely impact to the campus or staff:

- Is this a localized event impacting Saint Mary's only? e.g. Fire
- Is this a regional event? e.g. Flood, Earthquake
- Is this a national event? e.g. 9/11-type terrorist attack
- Is this an international event that impacts several countries?

Life Safety/ People

- Are lives in danger?
- Is there significant risk to the health and well-being of Saint Mary's faculty, staff, students, residents, or visitors?

Facilities

- Is a Saint Mary's facility at risk?

Technology

- Is the event causing significant disruption of technology and/or phone service (e.g., telecom, network, data center)?

Financial

- Is the event having significant financial impact for Saint Mary's?

Reputation / Brand / Mission Critical Activities

- Is the event impacting Saint Mary's reputation?
- Is the event disrupting academic instruction, research, and campus operation?

Stakeholder	Life Safety / People	Facility	Technology	Financial	Brand / Reputation Mission Critical Activities
Saint Mary's Campus					
Saint Mary's facilities off-campus					
Locations where Saint Mary's personnel are working / travelling abroad ¹					

If any of the boxes above are checked, proceed with Plan Activation.

¹ Students and staff working on projects out-of-country or travelling on Jan Term.

Plan Activation Checklist

Once activation of the plan is determined, the following steps should be executed:

1. Which team(s) will be activated?

- Executive Policy Group (EPG)
- Incident Management Team (IMT) – if IMT is activated, complete the activation checklist
- Department Operations Recovery Team

2. Where will the team(s) meet?

Option One - Physical Meeting Location

- Determine which EOC location will be activated
 - Primary EOC: Facilities Service Building
 - Secondary EOC: Filippi Academic Hall, Room 100
 - Tertiary EOC: Rheem Campus

Option Two - Virtual Meeting Location

- Virtual EOC: Conference bridge number: (866) 434-5269. Access Code: 3090327. Password: 2474.

3. What notification is needed?

- Activate full IMT or subset of members by text message or phone
 - Full IMT **OR**
 - Subset
 - Operations Team
 - Planning & Intelligence Team
 - Logistics & Finance Team
 - Communications Team
- Contact the College President
- Notify Department Operation Team Leads impacted by the event that the Incident Management Plan is activated and instruct them to initiate their department call trees

4. What issues need to be addressed?

- Identify Faculty, Staff, Student, Resident, and Visitor Concerns
 - Respond to injuries or fatalities
 - Provide medical assistance as required
 - Provide care, treatment and shelter as required
 - Notify Human Resources
 - Notify Counseling and/or EAP (employee assistance program)
 - Notify emergency contacts as needed
 - Provide additional assistance to faculty, staff, students, residents and visitors as needed

4. What issues need to be addressed? (cont'd)

- Assess status of Facilities (identify each facility impacted by event)
 - Conduct initial damage assessment of building
 - Determine if it is open and suitable for use
 - If not, identify alternate site

- Assess status of IT Services
 - Identify technology issues
 - If campus technology and phones are not operational, determine what options are available
 - If campus computer network is not operational, activate Disaster Recovery Plan

- Assess status of Telephone system
 - Determine whether phones are operational
 - If not, activate plan to forward phones
 - Activate "hot lines" as needed

- Identify internal and external communication needs

- Develop and deliver messages to meet those needs
 - Update Campus Emergency Hotline:
(866) 696-5763
 - Place message on web site regarding status
 - Provide updates to key stakeholders
 - Provide updates to media
 - Determine status of employees
 - Determine whether call trees have reached all students, staff and residents who need to be informed

- Identify impact to key College business functions and operations
 - Identify options for recovery at alternate location or using manual workarounds

- What are the policy questions that the team has for the Executive Policy Group (EPG)?
 - Identify the top key policy questions that you have for the EPG. Be prepared with recommendations for these questions if possible.
 - Is the campus open, closed (mission critical staff only) or evacuated (everyone leaves)

SECTION 2: INCIDENT MANAGEMENT TEAM OPERATION

The Incident Management structure for Saint Mary's College includes four major components:

- The Executive Policy Group² (EPG)
- The Incident Assessment Team (IAT)
- The Incident Management Team (IMT)
- The Department Operations Teams (DOT)

Communication flows both up and down this incident management structure.

When this plan is activated, the Incident Management Team shall convene at a physical location known as The Emergency Operations Center (EOC). If a physical EOC is not available, the Incident Management Team shall convene by phone and operate as a Virtual EOC.

Executive Policy Group

Executive Policy Group Roles and Responsibilities

The Executive Policy Group has the ultimate responsibility for the strategy and decisions for the recovery of the business operations and communication³ to all necessary parties. The team has four key roles:

1. Policy and strategic oversight.
2. Authorizes significant expenditures.
3. May act as the campus media spokesperson.
4. May act as relationship managers, reaching out to key stakeholders (parents, faculty, staff, students, Board, vendors, regulators, etc.) to address concerns of those stakeholders.

Incident Assessment Team

Incident Assessment Team Roles and Responsibilities

The IAT is a subset of the College's Incident Management Team. It contains representatives (depending on the nature of the event) from the three teams supporting Incident Command.

The Incident Assessment Team evaluates the event to determine whether or not to activate the College's Incident Management Team and Emergency Operations Center (EOC).

² For a list of members, see Appendix D.

³ Whereas communication in the everyday world is typically informal, open through many independent channels, and based on personal access, emergency and crisis communication needs to be formal, well-managed through a small number of channels, and based on controlled access. If crisis communication is not carefully controlled, i.e. done through the EOC and in accordance with the Crisis Communications Plan, the IMT will find itself facing two emergencies. One will be the event itself. The other will be responding to stakeholders who are misinformed about the event and taking action on that misinformation.

The Initial Assessment Team (IAT) is composed of the:

- Incident Commander
- Team Leaders of each team (Ops, Logs and Finance, P&I)
- This should include representatives from:
 - Athletics
 - CaTS
 - Communications
 - Facilities
 - Public Safety
 - Student Affairs

Incident Management Team (IMT)

Incident Management Team Roles and Responsibilities

Roles

- Coordinate the response of the College's personnel per existing emergency response, Disaster Recovery and Business Continuity plans.
- Provide overall leadership to the recovery effort and restoration of affected sites back to "business-as-usual."
- Provide College oversight for all emergency events.

Responsibilities During An Emergency

- Activate the Incident Management Plan.
- Coordinate response to the emergency situation.
- Provide for the well-being of recovery personnel.
- Ensure teams are carrying out responsibilities (Incident Commander and team leads).
- Make recovery decisions based on documented recovery priorities and communicate to the recovery teams.
- Recommend how priorities can be achieved, and which may need to be revised.
- Assist in assigning the appropriate tasks to achieve strategic recovery of goals and objectives.
- Ensure critical vendors, regulatory bodies, and other identified key stakeholders are notified of the situation in a timely manner.
- Assist in determining the number of staff available to assist in the recovery and how many are necessary.
- Maintain and monitor the recovery schedule.
- Coordinate local recovery efforts and restore the affected facility back to "business as usual."

IMT Membership

See Appendix D for list of members.

IMT Structure – Incident Command System

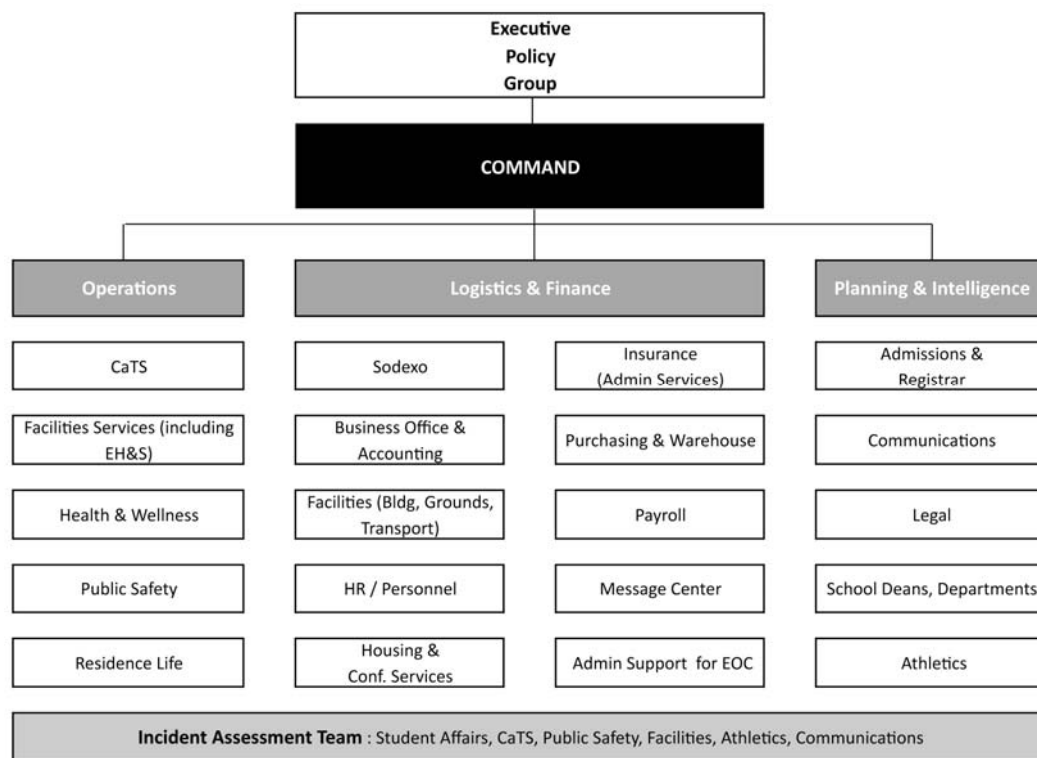
As a framework, the Saint Mary's College Incident Management Team (IMT) will use the Incident Command System (ICS) as the model for organization and communication flow in managing emergencies.

ICS has been in use since the 1970's and provides for command, control, communication, and collaboration across the organization. ICS is now the required operating methodology for all federal/state/local agencies in the United States, and is part of the National Response Plan (NRP) and National Interagency Incident Management System (NIIMS) required by Homeland Security Presidential Directive 5 – Management of Domestic Incidents.

The ICS structure includes four teams:

- Command – Incident Commander, Safety Officer, and Liaison
- Operations
- Logistics and Finance
- Planning and Intelligence

Saint Mary's College Incident Management Team Structure (Utilizing ICS)



Command

The Incident Command has overall responsibility for the management of all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment. He or she also designates a leader for the Operations, Logistics, Planning, and Finance Sections depending on the nature and scale of the emergency.

The Incident Commander leads the Command Team, which has responsibility and the authority to activate the Incident Management Plan, issue a disaster declaration, direct all response and recovery activities, and assume overall responsibility for emergency policy and implementation.

The Command Team Lead is called the Incident Commander. The Incident Commander's primary tasks are to:

- Make and implement policy decisions.
- Prioritize resources and resolve conflicts.
- Oversee the recovery of entire operation.
- Act as the primary interface to the Executive Policy Group.
- Lead all Action Planning meetings and approve the Action Plans for each operational period.

As part of the command staff there is also an Internal and External Liaison who acts as point of contact and information between the Incident Management Team, the School Deans, the Academic Senate, the Administrative Staff, Associated Student Body, the Community of Christian Brothers residing on campus and other large stakeholder groups."

Operations

The Operations Team has the primary responsibility for initial response to the emergency and coordination of the information and activities of other groups.

It is composed of representatives from the departments involved in emergency response. This includes Public Safety, Facilities, and Computer and Technology Services, Residence Life, and (depending on the circumstance) Health and Wellness – those who are typically on scene dealing with the event first-hand.

Its tasks include reducing the immediate hazard, taking care of those in the immediate vicinity of the event, and establishing situation control. The Operations team plays a key role in ensuring the health and safety of those on scene, implementing security measures, and restoring systems and facilities.

For an event that affects locations near the College administration buildings, the Operations Team provides direct response and intervention. For an event at other campus locations, this team provides the resources and support to assist in the response. Its response and recovery activities may include:

Response

- Coordinating Emergency Response activities of Public Safety, Health & Wellness, and Building Coordinators.
- Performing search and rescue until professional teams arrive.
- Conducting initial damage assessment of facilities and technology infrastructure.
- Assessing utilities and communications services.
- Working with federal, state, and local agencies such as the Federal Emergency Management Agency (FEMA), the State Emergency Management Agency, regulators, etc. to provide information and obtain government disaster assistance.

Recovery

- Providing coordination and oversight with restoration vendors and contractors to restore facility.
- Conducting salvage operations.
- Restoring voice and data communications.
- Developing / activating the alternate work site(s) if necessary
- Directing setup and movement of supplies to alternate work locations.

Logistics and Finance

The Logistics and Finance Team has primary responsibility for providing services, support, supplies, equipment, personnel, and other resources to the Operations Team to execute its Action Plans, respond to the emergency, and recover the College's critical business operations.

This team also provides for the "care and feeding" of the IMT, mission-critical departments, and others who need assistance.

The team is responsible for cost accountability and risk assessment. It documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting. It develops, submits, and tracks insurance claim documentation during and after the emergency.

It is composed of representatives from Administrative Services (& Insurance), the Business Office (& Accounting), Facilities (Buildings, Grounds, & Transportation), HR, Purchasing & Warehouse, and Sodexo.

Its responsibilities include:

- Providing for "care and feeding" for IMT members including food, water, lodging, transportation, and other assistance as deemed necessary.
- Providing for "care and feeding" for faculty, staff, and students if necessary.
- Coordinating all travel and lodging arrangements.
- Operating the command center message center.

- Coordinating administrative staff.
- Addressing human resources issues such as informing families of death or injuries, childcare, pet care, eldercare, and facilitating faculty/staff/students benefit claims/services.
- Assigning cost centers and disaster project codes.
- Establishing a paper trail for reimbursement of expenditures related to the emergency - including the cost of materials, personnel, and equipment.
- Working with insurance companies, restoration and salvage vendors to document cost of loss and expenses for repair/replacement of damaged property.
- Coordinating cash flow.
- Ensuring Payroll continues to function.
- Procuring equipment and supplies.
- Establishing and maintaining guidelines for emergency purchase, procurement, and cost accounting.

Planning and Intelligence

The Planning and Intelligence Team is responsible for receiving, evaluating, and analyzing all disaster information and providing updated status reports to the EOC Command and Operations.

It is responsible for developing the Action Plan, which provides concise overview and list of tasks to be accomplished in each operational period.

Planning and Intelligence is the team that gathers and collates information from those involved in Emergency Response and recovery of department operations. This team identifies problems, solutions, and resources.

It is composed of representatives from major academic departments, Real Estate and Campus Project Management. It may also include a representative from Legal / General Counsel.

Its responsibilities include:

- Providing intelligence and information regarding the emergency or recovery from it.
- Providing intelligence regarding academic department's "point of view" and critical business issues.
- Assessing the risk associated with the event, e.g. legal, security, business.

Upon deactivation of the EOC, or completion of the exercise, Planning is typically responsible for development of the After Action/Corrective Action (AA/CA) report.

Incident Communications is managed by the Communications Team under the Planning and Intelligence function. This Team coordinates and integrates the work of communications personnel in order to develop a consistent message and speak with "one voice" on behalf of the College throughout the Incident.

Its responsibilities include:

- Developing all emergency communications to students, parents, faculty, staff, vendors, the public, media, and other key stakeholders.
- Monitoring all pertinent media.
- Interfacing with media.
- Updating the website and emergency hotlines.

IMT Meeting Locations

Virtual and physical meeting locations (in priority order).

Virtual meeting access:

- Conference bridge number

Physical meeting location:

<i>Primary</i>	Main Campus – Facilities Service Building
<i>Secondary</i>	Main Campus – Filippi Academic Hall, Room 100 (FAH 100)
<i>Tertiary</i>	Rheem Campus – Rheem and Moraga Road

IMT Communication (Internal)

The IMT will be notified of plan activation or to be kept apprised of an event that is being monitored via Connect-Ed®, which allows the College to schedule, send, and track personalized voice messages to students, parents, and staff in minutes.

The IMT will meet either face-to-face or utilize the conference bridge. (The Incident Management Team utilizes the same physical meeting locations as the Incident Assessment Team.)

The Emergency Operations Center (EOC)

The EOC serves as the centralized, well supported location in which EOC staff will gather, check in, and assume their incident management roles in the EOC. Response activities and work assignments will be planned, coordinated, and delegated from the EOC.

During the course of an emergency, designated personnel should report directly to the EOC. If an EOC member is unsure whether to report, he or she should first contact Public Safety at (925) 631-4052 to determine when and where to report.

The EOC team is composed of a broad cross section of campus personnel, selected for their expertise and the needs of the EOC. Once the EOC is activated and the EOC Director (or Incident Commander) will determine the depth of positions necessary for the immediate incident, the members are contacted and directed to report.

Each position on the EOC team should be staffed and trained with at least two personnel (one as primary, the other as backup), and cross-trained to understand the functions of the other EOC positions. Position checklists (located in binders in the EOC and distributed to EOC staff) allow staff trained in other positions to step in and accomplish the primary duties of each position.

Emergency Operations Center Guiding Principles

Many organizations that have suffered a major disaster or emergency consistently report very similar learning. These have been formulated into guiding principles in the management of Emergency Operations Centers for both the public and private sector. They include:

- Declare the disaster/Emergency and activate as soon as possible – in other words, make a decision.
- Initially and decisively “staff up” the EOC to a level sufficient to operate effectively – don’t short-shift the team or yourself.
- Delegate the authority and responsibility for EOC functions to primary staff.
- Assume and plan for some degradation in personnel and/or systems – respond accordingly.
- Closely monitor operating effectiveness – adjust as necessary.

Make changes when appropriate and keep leading the team forward – don’t belabor an issue, keep moving.

SECTION 3: ACTION PLANNING

An Action Planning meeting is held as soon as the Incident Management Plan is activated and the team convenes.

- A briefing is held, objectives developed, & operational period defined.
- The meeting begins with an update on situation status (“Sit-Stat” report).
- Action Planning meetings are held at the end of each operational period.

Essential elements in the action plan include:

- Strategic objectives**
These answer the question, “What are we expected to achieve?” Objectives should be high level, prioritized, and consistent with college policy.
- Assignments to accomplish the objectives**
These answer the question, “Who will do what, when, and where?” This includes staff assignments necessary to meet the objectives.
- Operational Period**
This answers the question, “When the next meeting will occur?” If the situation is quite intense, the first Operational Period may be short – one to two hours. Objectives to be accomplished in this timeframe are written and a briefing on progress occurs at its conclusion.

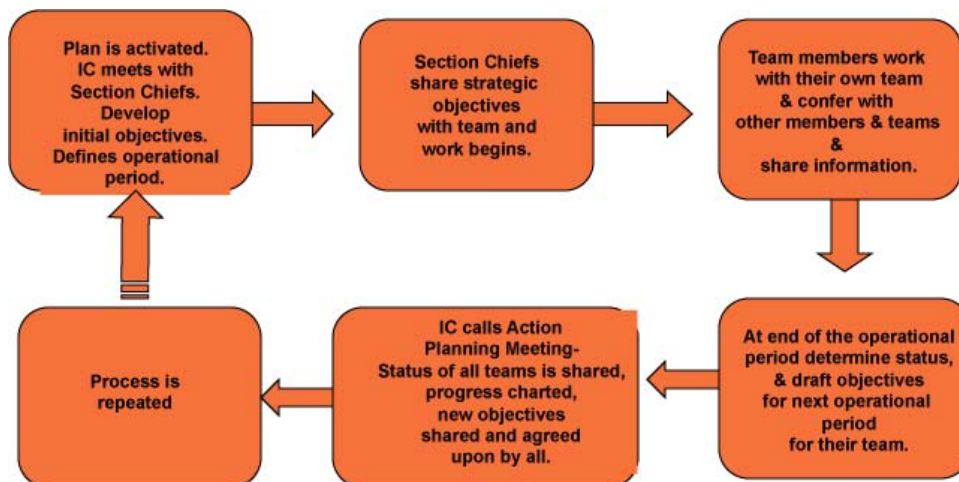
Objectives will generally focus on five key areas:

- **People – Students, Staff, Faculty, Residents, Visitors**
- **Facilities**
- **Technology**
- **Critical functions at risk – Instruction**
- **Communication**

The objectives should be written using strong action verbs.

- Action verbs are observable and better communicate the intent of what is to be attempted such as:
 - Plan, write, conduct, produce, apply, to recite, to revise, to contrast, to install, to select, to assemble, to compare, to investigate, and to develop, etc.
- Objective should be written using the SMART tool.
 - **S:** Specific - Does the objective specifically state a key result that will be accomplished?
 - **M:** Measurable - Can achievement of the objective be measured?
 - **A:** Actionable - Is the objective written using strong, active verbs that communicate in no uncertain terms who is going to do what?
 - **R:** Realistic - Is it reasonable to expect the objective will be accomplished?
 - **T:** Time - At what time or within what timeframe does the objective need to be accomplished?

Action Planning is a continuous process. It begins and ends with the preparation of the Team's Action Plan and dissemination of that report to all stakeholders.



Action Planning Conference Call Protocol

The following protocol is for meetings that may be held via telephone bridge. This may also be used when the Department Operations Team (DOT) and Incident Management Team (IMT) have a joint telephone meeting.

Initial IMT Call Agenda

This agenda is to be used during the initial call between IMT members.

- At the beginning of the call, a scribe is selected.
- The IC (Incident Commander) is the leader of the call.
- Roll call is conducted; participants will identify themselves and indicate which function (Ops, Logistics, Planning, Finance, Command, Communications << others >>) they represent.
- The person most knowledgeable about the emergency will debrief the IMT on the current conditions and facts, then answer any questions. At this time, the Initial Emergency Action Planning Form will be filled out and released to the IMT via e-mail (if available).
- The IC will ask the group to verify level of emergency (1, 2, or 3) and the appropriate activation level (DOT or IMT).
- The IMT will assess the worst-case scenario.
- The IMT will determine an immediate course of action to ensure safety of faculty/staff/students and visitors, or will affirm that the DOT is performing that function.
- The IMT will develop the objectives, prioritize response requirements, and assign specific tasks to be completed. A Planning & Logistics Team member will write the Action Plan.
- The IC will set the operational period (time for next meeting).

Subsequent IMT Call Agenda

If the EOC is operating virtually or there are key members who are not physically present in the EOC, the IMT will meet at pre-set intervals via the telephone bridge to manage the emergency and share information. This agenda is to be used for calls held after the initial call.

- At the beginning of the call, a scribe is selected.
- The IMT IC is the leader of the call.
- Roll call is conducted, participants will identify themselves and indicate which function (Ops, Logistics, Planning, Finance, Command, << others >>) they represent.
- The IC will brief the IMT on the current conditions and facts, then answer any questions.
- Each participant will briefly review actions taken since last call and answer any questions.
- The IC will ask group to review level of emergency (1, 2, and 3) and reassess the appropriate activation level (DOT or IMT).
- The IMT will reassess the worst-case scenario.
- The IMT will determine if the emergency is being managed effectively enough to turn over response to the department(s). If this decision is

made, the IMT will deactivate, unless reactivated by the IC. If the IMT remains active, the agenda will be followed.

- The IMT will develop the objectives, prioritize response requirements, and assign specific tasks to be completed. A Planning & Logistics Team member will write the Action Plan.
- The IC will set the operational period (time for next meeting).

After-Action Report

An After-Action Report is completed after each plan activation. The IC and Planning & Logistics Team complete the document based on the event documentation, debriefing, participant surveys, and interviews. After-action reporting serves the following important functions:

- Documents response activities.
- Identifies problems/successes during response and recovery operations.
- Analyzes the effectiveness of the components of the Initial Response Plan and Program.
- Describes and defines a plan of action for implementing improvements.

The After-Action Report should contain the following information:

1. Executive summary and principal recommendations.
2. Emergency overview:
 - a. Chronology of events
 - b. Action Planning plans (with copies attached)
 - c. Statistics
 - d. Maps or photos as available
3. Event staff:
 - a. Note all team member names and ICS function.
4. Recommendations:
 - a. Strategic
 - b. Organizational
 - c. Operational
 - d. Equipment
 - e. What worked
 - f. Challenges and opportunities for improvement
5. Next steps:
 - a. Tasks
 - b. Individual(s) responsible
 - c. Estimated completion date

GLOSSARY OF TERMS

Action Plan

Document which identifies strategic objectives, tactical actions and support information for each operational period.

Closed Campus

The campus is closed. Only mission critical staff and residents are on campus.

Department Continuity of Operations Plan

A written document that defines resources, actions, procedures, and data required to perform a business recovery within stated recovery goals in the event of a disaster or business interruption.

Department Impact Analysis (BIA)

A process designed to identify critical business functions, determine the qualitative and quantitative impacts of a disruption, and to prioritize and establish recovery time objectives. A BIA should be the first step in the creation of a Business Continuity Plan. Also refers to the document created by the BIA process.

Departmental Operations Recovery Team (DOT)

Site-based team comprised of local department managers and others as appropriate assigned to manage the recovery from an emergency.

Emergency

An occurrence, caused by either human action or natural phenomena, that requires actions to prevent or minimize disruption to business operations, loss of life, damage to property, etc.

Evacuated Campus

The campus is fully evacuated. This includes all staff and residents.

Executive Policy Group

A Committee having ultimate responsibility for the strategy and decisions for the recovery of business operations and communications to all necessary parties.

Incident Management Team (IMT)

A pre-identified team that uses the Incident Command System to manage the College's recovery efforts in response to an emergency. IMT comprises key business leaders and departments, appropriate staff, and other department managers assigned to ICS functions.

Emergency Notification System (Connect-Ed®)

An automated "phone tree" system. Call-outs are activated remotely by phone or via the web directly from the desktop, initiating hundreds, or

even thousands of notifications within minutes. An ENS delivers an accurate and consistent message to all via a variety of methods (i.e., telephone, e-mail, etc.) in the order desired. More importantly, gathers the feedback necessary for timely and appropriate response.

Emergency Operations Center (EOC)

A physical facility located outside of the affected area used to gather, assess, and disseminate information and to make decisions to affect recovery from a disaster or emergency.

Incident Command System (ICS)

An organizational structure for command, control, and coordination of a response to a emergency, with the common goal of stabilizing the situation and protecting life, property, and data.

Incident Commander (IC)

The individual responsible for the management of all emergency operations under the ICS.

Initial Assessment Team (IAT)

The team composed of the Incident Commander, IMT Team Leads and alternates, Public Safety, Facilities, and Technology representatives. The IAT evaluates a emergency and determines whether or not to declare a disaster and activate the Incident Management Plan.

Operational Period

The period of time scheduled for execution of a given set of operation actions as specified in the Emergency Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.