

Irvine Valley College

Emergency Operations Plan

TABLE OF CONTENTS

1. INTRODUCTION	4
1.1. Purpose, Scope, Assumptions.....	4
1.2. Key Concepts and Assumptions.....	5
1.3. Concept of Operations	5
2. EMERGENCY OPERATIONS	6
2.1. Disaster Notification and Activation.....	6
2.2. Emergency Response & Linkage to Crisis Management	7
2.3. Activation of Emergency Operations Plan	7
2.4. Incident Command System Concepts	8
2.5. Incident Levels & Crisis Management Team Actions.....	9
2.6. Crisis Management Team Immediate Actions	10
2.7. Emergency Operations Center Locations	11
2.8. Emergency Management Organization	11
2.9. Crisis Communications	13
2.10. Emergency Notification Systems	15
2.11. Mutual Aid	16
2.12. Threat Assessment and Risk Management.....	16
3. EOC CHECKLIST	19
3.1. Policy Group.....	19
3.2. Incident Commander (IC)	19
3.3. Public Information Officer and Liaison Officer	19
3.4. Safety and Security Officers	20
3.5. Operations Section Chief	20
3.6. Office of Instruction Coordinator	21
3.7. Student Services Coordinator	21
3.8. Health and Wellness Center (HWC)	22
3.9. Faculty Coordinator.....	22

- 3.10. Classified Coordinator 22
- 3.11. ATEP Coordinator 23
- 3.12. Logistics Section Chief 23
- 3.13. Technology Services Coordinator 23
- 3.14. Facilities Coordinator 24
- 3.15. Online Learning Coordinator 24
- 3.16. Planning Section Chief 24
- 3.17. Situation Status Coordinator 25
- 3.18. Message Center Coordinators 25
- 3.19. Information Coordinator 25
- 3.20. Finance Section Chief and Analyst 26
- 4. ATTACHMENTS 27
- 4.1. Dealing with the Media – Guiding Principles 27
- 4.2. Tough Questions Typically Asked by Media 27
- 4.3. Internal Media Relations Capabilities Assessment 27
- 4.4. Media Communications Goals and Objectives in Emergency Event 28
- 4.5. Monitoring the Media 28
- 4.6. Approaches for Dealing with the Media in an Emergency 28
- 4.7. Pitfalls to Avoid with the Media 29
- 4.8. Preparing a News Release 30
- 4.9. Communicating with Anxious or Fearful Stakeholders 30
- 4.10. Holding a News Conference 31
- 4.11. Incident Action Plan 32
- 4.12. Message Form 33
- 4.13. Message Flow 34
- 4.14. War Rooms – Extension of the EOC 35
- 4.15. Section Administrator 36
- 4.16. Acronyms 37
- 4.17. Plan Maintenance 39

1. INTRODUCTION

The preservation of life, property, and the environment is an inherent responsibility of Irvine Valley College (IVC). This Emergency Operations Plan (EOP) is a set of protocols, role assignments and guidelines designed to outline how IVC will respond to emergencies or disasters. An all-hazards approach is the planning methodology and spans all five core capabilities of emergency management: Prevention, Protection, Response, Recovery, and Mitigation. Past emergencies have shown that conditions may develop during operations when standard methods may need to change and/or be flexible. The EOP is a living document and is meant to provide guidance to the Crisis Management Team (CMT) and the functioning of the Emergency Operations Center (EOC).

The EOP incorporates the components of the Incident Command System (ICS) into the Emergency Management Organization (EMO). This Plan is guided by the Standardized Emergency Management System (SEMS) required by the State of California and is in accordance with the National Incident Management System (NIMS) required by the federal government.

The EOP takes a multi-functional, multi-hazard approach to Emergency Management. Thus, it incorporates methods of hazard identification and mitigation, plans to address continuity of operations, and the structure of response and recovery. This Plan is response ready and was developed with checklists intended to be used by the CMT in the EOC.

The mission of the CMT is to maintain the state of readiness and resilience of the campus community. Self-activating Emergency Response Teams (ERTs) respond to emergencies while the campus is operating. The CMT mobilizes in the EOC to respond to the crisis once life safety issues have become manageable to provide command and control in the Crisis Management and Business Recovery phases.

1.1. Purpose, Scope, Assumptions

The purpose of the EOP is to establish protocols for responding to crises or disasters that affect IVC. The Plan guides the CMT in how to function in the EOC. The Plan focuses on specific functional responsibilities during incidents such as earthquakes, terrorism, wildland fires, largescale hazardous materials situations, public health emergencies, or weather disasters such as atmospheric river flooding. This Plan is designed to be used in all hazards and is based on a worst-case scenario disaster such as a large magnitude earthquake. The Plan describes the IVC Emergency Management Organization, EOC locations, operational concepts, and checklists.

Emergency Operations Plan Contents

1. Provides guidance for the CMT to coordinate and manage disasters.
2. Defines the scope of planning as the IVC and IDEA campuses.
3. Establishes the immediate and longer-term priorities for the CMT.
4. Provides disaster levels to give the CMT guidance on expected actions.

5. Describes the disaster notification and activation procedures and the CMT Core Group assessment.
6. Identifies the EOC locations – primary, secondary, tertiary.
7. Describes the IVC EMO and structure of the CMT.
8. Provides Crisis Communications Plan and guidelines.
9. Contains the EOC checklists according to ICS.
10. Contains attachments including media guidance.

1.2. Key Concepts and Assumptions

1. Life safety of students, employees, and visitors is always the highest priority.
2. A disaster may occur at any time, so IVC maintains a constant state of readiness.
3. IVC is part of the SOCCCD, along with Saddleback College, and mutual aid is in place.
4. The EMO is operated using the ICS, California SEMS, and NIMS.
5. There is an established Emergency Action Plan (EAP) that describes IVC's Emergency Response capabilities including evacuation, Building Marshals/Captains, and Emergency Response activities to respond to specific incidents such as active shooter, earthquake, or hazardous materials.
6. There is an established Business Continuity Plan based on the COVID-19 Pandemic, which is usable in any disaster.
7. There are existing pandemic plans:
 - a. Pandemic Preparedness and Response Plan
 - b. Pandemic Business Continuity Plan
 - c. Student Return-to-Campus Guide
 - d. Employee Return-to-Work Guidelines

1.3. Concept of Operations

The EMO is guided by this EOP. The foundation is the trained ERT's structure composed of Building Captains and Building Marshals. Emergency Response activities and Teams are documented in the Emergency Action Plan (EAP). The EAP contains emergency procedures followed in various emergency situations according to the ICS. The EOP outlines the activities of the Crisis Management Team in both the Crisis Management and Business Recovery phases.

The Concept of Operations revolves around the need to establish priorities when conducting emergency operations. The Plan is designed to function in whatever crisis or disaster may occur.

1. Protecting life is the highest priority, followed by protecting property and the environment.
2. Meeting the immediate emergency needs of students, faculty, staff, and visitors.
3. Temporarily restoring facilities that are essential to the health, safety, and welfare of the campus population.
4. Mitigating hazards that pose a threat to life, property, and the environment.
5. CMT Core Group makes determination about disaster and need to escalate to the Policy Group as well as need to mobilize partial/full CMT to meet at the EOC.
6. Send emergency communications as determined by the Public Information Officer (PIO) and approved by the CMT Command Staff.

2. EMERGENCY OPERATIONS

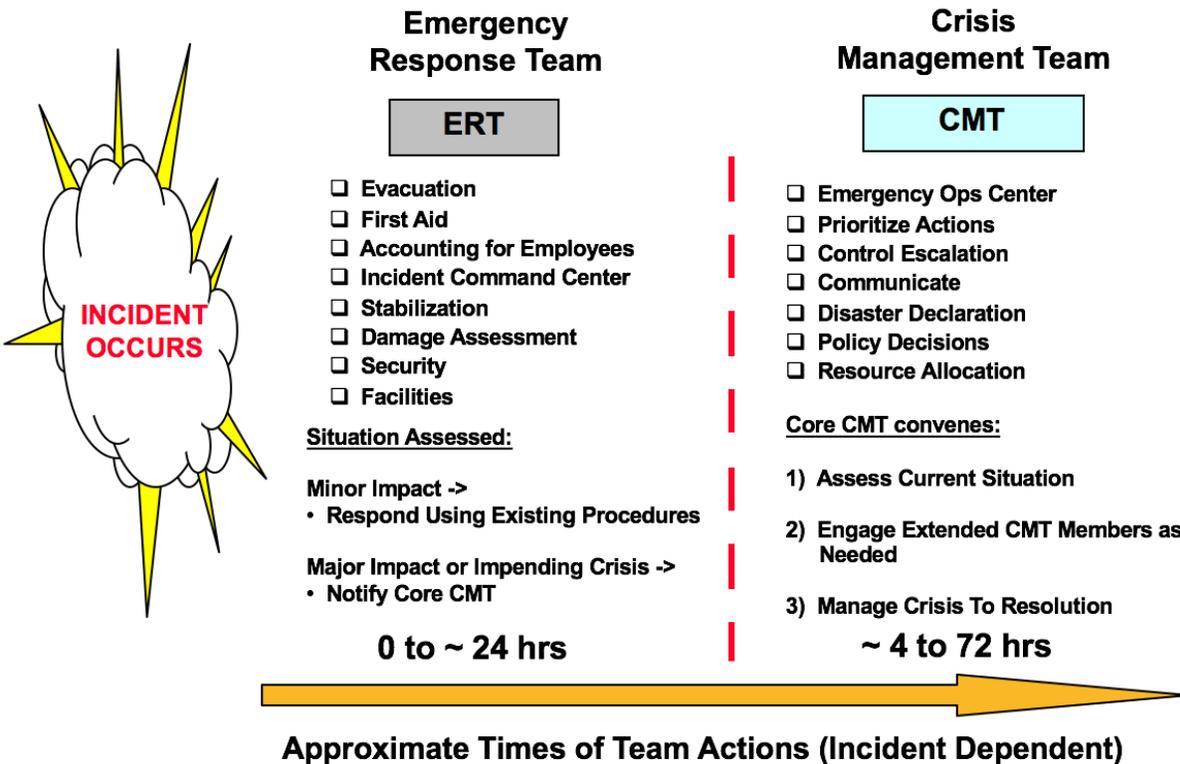
2.1. Disaster Notification and Activation

Any CMT member who becomes aware of an emergency or potential disaster should immediately contact IVC Police 24/7 at 949-451-5234 or a member of the CMT Core Group. CMT members can access the other CMT members' phone numbers by clicking [here](#).

- If calling Police Dispatch, describe the emergency or potential disaster and instruct Dispatch to contact the CMT Core Group:
 - What happened? Briefly describe the incident/disaster.
 - Where did it happen? What areas will be affected?
 - When did it happen? What has been happening since?
 - Are there any immediate or longer-term life safety issues?
 - Are there any resources needed at this time?
- The CMT Core Group should confer immediately by calling each other. If some of the Core Group are not available, the ones who are available should meet immediately rather than delay.
- The CMT Core Group will determine the scope of the disaster, the best course of action, and the immediate priorities. Should the EOC be activated? Do we need full staffing? Do we need the Policy Group to close campus(es)? Should a state of emergency be declared by the District? What messages need to be sent out to whom and in what timeframe?
- If the disaster occurs during non-working hours and is not a major earthquake, it is probable that it will be safe to travel to the EOC. If a major earthquake occurs during the night, do not attempt to reach the campus but wait for daylight to travel. Before traveling, check internet news sites or news radio stations such as 1070 AM or local TV news coverage to determine if it is safe.

2.2. Emergency Response & Linkage to Crisis Management

Emergency Response & Linkage to Crisis Management



2.3. Activation of Emergency Operations Plan

In an emergency, and as the conditions warrant, an official disaster declaration by the Chancellor/President, or designee, will have the following effects and provide legal authority to:

1. Promulgate orders and regulations necessary to provide for the protection of life and property, including the closure of campus(es).
2. Facilitate participation in mutual aid.
3. Activate campus personnel, logistical resources, and campus facilities for emergency response and recovery.
4. Authorize the activation of the Emergency Operations Center according to the Emergency Operations Plan.

Campus Closure

Campus closure involves the involvement of the CMT Core Group to direct the closure. The PIO will prepare media releases advising campus closure, including when and why. The public address system and Emergency Notification Systems may be used to advise people of the closure. Facilities and Campus Police will work together to ensure notification of the campus community and facilitate an orderly closure. Local authorities will be notified of the closure.

Activation of the EOP

The purpose of the Plan Activation Procedure is to establish specific activation, notification, and reporting directives when responding to a disaster. The following sequence summarizes the initial responsibilities of CMT members prior to and immediately following the declaration of a disaster.

1. When requested by the Emergency Response Teams, assist in the coordination of initial response activities to protect life, and minimize property damage.
2. Assist in the damage assessment of critical buildings and infrastructure.
3. Determine the magnitude of the incident based on damage assessment reports.
4. Before activating the Plan, or portions thereof, decide:
 - a. Can operations resume on the campus?
 - b. How soon can restoration efforts begin?
 - c. Are facilities damaged to the extent that the campus is partially or fully non-operational?
5. After the disaster declaration:
 - a. Determine the extent to which the Plan will be activated.
 - b. Activate necessary Recovery Teams.
 - c. Activate the EOC.
 - d. Decide on initial Incident Action Plan and notify CMT.
 - e. As required, notify critical vendors.
 - f. Notify personnel of the incident and projected duration of impact.
 - g. Direct the Crisis Communications Team to implement the Crisis Communications Plan.

2.4. Incident Command System Concepts

The ICS incorporates an organizational management structure that establishes the concepts of:

1. Common terminology
2. Manageable span of control
3. Unity of command
4. Integration of communications

The ICS organizational structure incorporates five principal sections/functions for the CMT and the EOC:

1. Command – Overall management and coordination
2. Operations – Critical business functions
3. Logistics – Critical support functions
4. Planning – Information management, message flow, planning
5. Finance – Financial management, disaster reimbursement

2.5. Incident Levels & Crisis Management Team Actions

Incident Level	Incident Characteristics	Crisis Management Team Actions
<p style="text-align: center;">I</p> <p style="text-align: center;"><i>“Incident”</i></p>	<ul style="list-style-type: none"> ▪ Short-term localized incident ▪ Minor impact ▪ No external awareness 	<ul style="list-style-type: none"> <input type="checkbox"/> No involvement from CMT <input type="checkbox"/> Incident managed by trained staff
<p style="text-align: center;">II</p> <p style="text-align: center;"><i>“Crisis”</i></p>	<ul style="list-style-type: none"> ▪ Current or impending serious threat to: <ul style="list-style-type: none"> ○ Life safety ○ Business operations ○ Facilities ○ Technology Services ▪ Media inquiries relating to incident possible 	<p><i>Day 1</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Meet at EOC or alternate if necessary <input type="checkbox"/> Complete review of incident assessment reports <input type="checkbox"/> Engage operational CMT members needed for crisis <input type="checkbox"/> Assign roles and responsibilities <p><i>Day 1 to 2</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Notify key stakeholders in priority order <input type="checkbox"/> As needed, Incident Commander works with PIO to draft critical communications to stakeholders <input type="checkbox"/> Initiate emergency communications <input type="checkbox"/> Decide on priorities based on incident <input type="checkbox"/> Direct use of resources as needed <p><i>Day 2 & Beyond</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Manage crisis according to the EOP
<p style="text-align: center;">III</p> <p style="text-align: center;"><i>“Disaster”</i></p>	<ul style="list-style-type: none"> ▪ Regional disaster or prolonged disruption 	<p style="text-align: center;">Same Actions as Level II “Crisis” – plus:</p> <p><i>Day 2 & Beyond</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Coordinate, communicate, prioritize, and provide resources. If necessary, implement business recovery plans.

2.6. Crisis Management Team Immediate Actions

The CMT immediate actions are listed below to ground the members in activating the EOP as well as initiating key infrastructure functions. Please refer to the complete EOC Checklists section to see a checklist for each specific function.

CMT Core Group

1. Discuss incident and preliminary assessment findings to determine potential magnitude of impact and need to engage CMT members.
2. Notify CMT members and convey which members are needed for crisis response.
3. Escalate to the Policy Group and make recommendations as to priorities and immediate actions.
4. Activate the EOC, as necessary.
5. Determine initial Incident Action Plan (IAP).

Operational CMT Members

1. Activated and necessary CMT members convene at EOC.
2. Determine specific role in EOC and review checklist.
3. Review the EOP on priorities, organizational structure, and operational concepts.
4. Determine messages to be communicated to stakeholders and work with PIO to send in a prioritized way.
5. Operate based on the IAP developed by the Command Staff and Section Chiefs.

Safety and Security

1. Ensure that buildings have been evacuated, working with the ERTs.
2. Support the emergency response in whatever ways are necessary.

Facilities

1. Support the emergency response in whatever ways are necessary.
2. Conduct preliminary damage assessment.
3. Report damage assessment with recommendations to the Incident Commander.
4. Initiate mitigation efforts for damaged buildings and systems.
5. Expedite restoration of key infrastructure focusing on health, safety, and welfare.
6. Notify critical vendors needed.
7. Set up temporary triage/emergency shelters as needed.

Technology Services

1. Evaluate outage or service disruption and determine preliminary damage assessment.
2. Report damage assessment to the Incident Commander.
3. Activate Disaster Recovery Plans for critical systems/applications.
4. Restore critical data as possible and necessary.
5. Begin restoration of mission critical systems and applications.
6. Notify critical vendors needed.

2.7. Emergency Operations Center Locations

The EOC is the physical location that is used by the CMT to coordinate and manage the disaster. There are three designated EOC locations:

1. Primary – Police Department large conference room
2. Secondary – Administration A 100 large conference room
3. Tertiary – IDEA/ATEP campus Tustin, administrative area

The secondary location would be used if the Police building is incapacitated or not functional.

The tertiary location would be used if the entire IVC campus is not functional or reachable.

2.8. Emergency Management Organization

Policy Group

President

VP for Instruction

VP for Student Services

VP for College Administrative Services

Executive Director of Marketing and Creative Services/PIO

Command Staff

Incident Commander

President or VP for College Administrative Services (depending on event)

Alternate Chief of Police

- Safety and Security
 - Primary - Chief of Police
 - Alternate – Operations Lieutenant
 - Tertiary - Safety Coordinator
- Public Information Officer
 - Primary - Executive Director of Marketing and Creative Services
 - Liaison - Assistant Director of Marketing and Creative Services
 - Alternate - Dean of Kinesiology, Health and Athletics
 - Social Media Coordinator

Operations Section

Operations Section Chief

Primary - VP for Instruction and/or VP for Student Services

Alternate - Dean of Kinesiology, Health and Athletics

Alternate - Dean of Guidance and Counseling

- Instruction Coordinator

- Dean of Kinesiology, Health and Athletics
- Faculty Coordinator
 - Primary - Academic Senate President
 - Alternate - Faculty Association Representative
- Classified Coordinator
 - Primary - Classified Senate President
 - Alternate – CSEA Representative
- Student Services
 - Primary – Dean of Guidance and Counseling
 - Alternate – Dean of Enrollment Services
- Health and Wellness Center
 - Director of Health Center/Assistant Dean
- ATEP Operations Coordinator
 - Dean of IDEA

Logistics Section

Section Chief

Primary – VP for College Administrative Services

Alternate – Director of Facilities and/or Director of Technology Services

- Technology Services
 - Primary - Director of Technology Services
 - Alternate - Assistant Director of Technology Services
- Online Learning
 - Primary – Instructional Technologist
 - Alternate – Online Education Coordinator
- Facilities
 - Primary - Director of Facilities
 - Alternate - Assistant Director of Facilities
- District/Risk Management
 - Primary – Executive Director of Procurement, Central Services and Risk Management
 - Alternate – Purchasing and Contracts Manager

Finance Section

Section Chief

Primary – Manager Fiscal Services

Alternate – Grants Analyst

Planning Section

Section Chief

Primary – Safety Coordinator

Alternate – Police Services Specialist

- Situation Status Coordinator

- Police Services Specialist
- Message Center Coordinator
 - Primary - Senior Dispatcher
 - Alternate - Dispatcher
- Information Management – Sr. Administrative Assistant, Campus Police

2.9. Crisis Communications

Purpose and Scope of the Crisis Communications Plan

- The Crisis Communications Plan is incorporated into the EOP to centralize information in a single place. It guides the actions of the Crisis Communications Team (CCT).
- The CCT is composed of the PIO and staff and may include other members of the CMT to effectively communicate to specific stakeholders.
- The CCT is part of the CMT and must get approval of messages by the Incident Commander.
- The assumption in this Plan is that the CCT is professional and can manage messaging to the media without instructions. However, guidelines for dealing with the media are included in the Attachments in case CCT members are not available.

Guiding Principles of Crisis Communications Team

- Protecting the life safety of employees, contractors, and visitors is always the highest priority – employee dependents are critical to consider in crisis communications.
- Assess the disaster and coordinate immediate urgent communications with the CMT.
- Determine messages to key stakeholders in priority order depending on the disaster or event.
- Coordinate messages internally and externally as the focal point of the CMT so that IVC speaks in a single voice with consistent, timely, and accurate messages.
- Provide frequent and regular updates to key stakeholders to help empower them to respond and recover from the disaster in the most effective manner possible.
- Provide consistent, timely and accurate messages to assist students and employees.
- Act as the focal point for liaison with all organizations external to IVC.
- The CCT does not necessarily need to communicate with all the external organizations but must be aware of and approve all contact prior to that contact occurring.
- Support the Business Continuity Teams by coordinating messaging to the Teams for the CMT.
- Coordinate messaging to vendors and key third parties in concert with the appropriate groups.

Crisis Communications Team Responsibilities and Actions

It is critical to assume a worst-case scenario for planning purposes – such as a large magnitude earthquake affecting IVC’s employees, buildings, infrastructure, and operations in the context of a regional disaster.

Immediate Actions

- Receive notifications from and/or make notifications to the CMT to ensure that there is centralization of information related to the disaster.
- Activate when contacted by the CMT – initial briefing in the Emergency Operations Center.
- Participate with the CMT as it identifies the crisis – determining its scope, severity, status of response, and potential impacts.
- Review communications methods and develop immediate priority messages for Emergency Response even before EOC activation, i.e., to employees in affected areas, critical response vendors, mutual aid organizations, and public safety agencies. The CCT is the focal point for these communications.

Develop Crisis Communications Team Incident Action Plan

- The CMT IAP sets the priorities for a specified timeframe on an IVC-wide basis given potentially limited resources available.
- Crisis Communications priorities will be part of the EOC's IAP.
- The CCT should develop its own IAP outlining the crisis communications stakeholders, priorities, message content, and methods of message delivery given existing communications capability.
- The CCT should expand the Team, as necessary.
- Set up the CCT War Room in proximity to the EOC.

Stakeholder Messaging

- Determine stakeholders in priority order since there may be limited resources and communications capabilities.
- Determine message content for each stakeholder and potential message delivery methods.
- Develop substance of messages, coordinating with the CMT before any internal or external communications are sent.
- Determine how the stakeholders will establish future contact with IVC, such as after an initial approved message is sent to stakeholders by the CMT. Subsequent communications can bypass the focal point if appropriate. Subsequent discussions between Facilities and recovery vendors may not need to be centralized once the initial contacts are made.
- The usual priority order for stakeholder messaging in a major natural disaster:
 - Affected students and employees
 - Public Safety organizations, Emergency Response Vendors, Mutual Aid
 - Critical infrastructure vendors who provide foundation for recovery
 - IVC Business Recovery Teams
 - Critical third parties as identified in the Business Recovery Plans
 - Media
 - General public

- Finalize the delivery method for each specific stakeholder message and coordinate with the CMT on communications capabilities given the disaster.
- Oversee/coordinate delivery of key stakeholder messages, documenting all contacts.
- Close the communications feedback loops by designing processes for feedback and future communications with each stakeholder group.

2.10. Emergency Notification Systems

Irvine Valley College has Emergency Notification Systems in place. One of the keys to emergency communications is redundancy. Depending on the incident, one or more of these systems will be employed with different orders.

Public Address System

This notification system transmits to the speakers in campus buildings, and is controlled by Campus Police.

Informacast

- Informacast is a call-out system managed by Campus Police.
- Campus Police can send messages through phone lines (can be heard through external phone speakers) assigned to campus buildings, including classroom phones.
- Informacast also transmits messages through the blue emergency phones on poles outside campus buildings and in campus public areas.
- The detailed instructions for using Informacast are contained in the Emergency Binder located in the Campus Police Department.

ReGroup

- ReGroup is the campus mass Emergency Notification System, facilitated by the Crisis Communications Team.
- The system sends messages to mobile phone numbers listed in Workday, the Human Resources system/database. The great majority of students, staff, and faculty are in the ReGroup database. ReGroup also sends emails. It is essential that students, faculty, and staff enter and update their mobile phone numbers in the system.

Radio Systems

- The Campus Police Department uses the 800 MHz radio system to communicate on a routine basis. The Department can communicate directly with law enforcement agencies.
- Facilities uses the 400 MHz radio system to communicate internally.
- The Campus Police Department communications system incorporates both 800 MHz and 400 MHz radios.
- Building Captains use 400 MHz radios assigned to them.

Other (My Emma, Satellite Phone and HAM Radios)

2.11. Mutual Aid

Irvine Valley College is in Region I of the State of California Southern Administrative and Mutual Aid Region. Depending on the nature of the emergency, the Orange County Sheriff or Fire Authority Chief will act as the Operational Area Coordinator. The State of California Office of Emergency Services Region I Manager is the Regional Mutual Aid Coordinator.

Requests for, and coordination of, mutual aid support will normally be made through established channels from IVC to Saddleback College and the SOCCCD. The mutual aid could also be from IVC to the City of Irvine/Tustin, the Operational Area, the mutual aid region, and then the State. Local agencies receiving mutual aid are responsible for logistical support of reporting personnel.

Requests will specify, at a minimum:

1. Number and type of personnel needed.
2. Type and amount of equipment needed.
3. Reporting time and location.
4. Authority to whom responding personnel should report.
5. Access routes.
6. Estimated duration of emergency operations.

IVC will provide mutual aid upon:

1. Request from Saddleback College for emergency assistance and support.
2. Request from District Services for emergency assistance and support.
3. Request from local governments that have declared a local emergency.
4. Direction from the CA Office of Emergency Management to render emergency assistance.
5. Gubernatorial declaration of a state of emergency in an area including IVC.

2.12. Threat Assessment and Risk Management

A critical first step in developing the EOP is the assessment of potential threats and risks facing IVC. Risks can be man-made or natural, technological or political, accidental or intentional, internal or external, controllable or uncontrollable – and may occur without warning. The systematic assessment of these risks drives the mitigation efforts to minimize the risks. Through identification of the highest risks, IVC can more effectively plan and prepare.

Risk Management Process

1. Identify major risks.
2. Analyze the risks in terms of frequency and potential impact.
3. Evaluate and prioritize the risks to identify potential solutions.
4. Plan and implement mitigation and solutions.
5. Monitor and review mitigation and solutions for effectiveness.

The Business Impact Analysis (BIA) identified the major threats facing IVC. This BIA was conducted with the 17 Critical Business and Support Functions while developing their individual Business Recovery Plans. The scenario that was used for the BIA was the COVID-19 Pandemic so that Business Recovery Plans could be developed for distance learning where students, faculty, and staff operate remotely. The participants were asked to identify risks other than the current Pandemic.

The major threats faced by IVC are:

1. Major earthquake
2. Urban/interface wildfire
3. Public health emergency
4. Active shooter
5. Building fire
6. Terrorism
7. Atmospheric river flooding
8. Hazardous material incident
9. Cyber security incident
10. Prolonged power outage

Threat/Hazard Prioritization Matrix - Irvine Valley College

		Impact		
		High	Medium	Low
Probability	High	<ul style="list-style-type: none"> • Earthquakes • Floods • Technology Disruption 	<ul style="list-style-type: none"> • Windstorms 	
	Medium	<ul style="list-style-type: none"> • Infectious Disease • Terrorism 	<ul style="list-style-type: none"> • Civil Disturbance • Agricultural Pest & Disease • Air Pollution 	<ul style="list-style-type: none"> • Wildfires • Energy Shortage
	Low	<ul style="list-style-type: none"> • Extreme Heat 	<ul style="list-style-type: none"> • HazMat release • Natural Gas Pipeline Accident • Radiological Accidents • Aircraft Incident 	<ul style="list-style-type: none"> • Droughts • Landslides • Oil Spills • Train Derailment • Dam Inundation • Tree Mortality

Threat/Hazard Prioritization Matrix - ATEP

		Impact		
		High	Medium	Low
Probability	High	<ul style="list-style-type: none"> • Earthquakes • Technology Disruption 	<ul style="list-style-type: none"> • Windstorms 	
	Medium	<ul style="list-style-type: none"> • Air Pollution • Infectious Disease • Terrorism 	<ul style="list-style-type: none"> • Civil Disturbance • Energy Shortage 	<ul style="list-style-type: none"> • Wildfires • Tree Mortality
	Low	<ul style="list-style-type: none"> • Aircraft Incident • Extreme Heat 	<ul style="list-style-type: none"> • Natural Gas Pipeline Accident 	<ul style="list-style-type: none"> • Agricultural Pest & Disease • Droughts • Floods • Landslides • HazMat release • Oil Spills • Radiological Accidents • Train Derailment • Dam Inundation

3. EOC CHECKLIST

3.1. Policy Group

1. Provide policy direction to the CMT.
2. Receive policy issues with recommendations from the Incident Commander and make decisions.
3. Prioritize student, faculty, and staff health and welfare in policy decisions.
4. Make strategic decisions about critical operations – Instruction, Student Services, Logistics, and Finance.
5. Obtain necessary funds for critical expenditures.
6. Approve substance of internal messages.
7. Approve substance of external messages.

3.2. Incident Commander (IC)

1. Obtain briefing from available sources.
2. Notify the Policy Group and receive disaster declaration.
3. Direct CMT members to report to the EOC.
4. Appoint Command Staff and Section Chiefs.
5. Announce a strategic meeting to be held in 30 minutes. Direct EOC to review EOP prior to meeting.
6. Hold strategy meeting: status reports, communications, determine short term strategies.
7. Direct Planning Section Chief to create initial IAP.
8. Approve emergency notifications drafted by the PIO.
9. Communicate status to the Policy Group on a regular basis. The Policy Group members may operate as members of the EOC as appropriate, i.e., Section Chiefs or Coordinators.
10. Facilitate all aspects of the EOC – staff, resources, operations, communications.
11. Monitor all disaster operations to ensure that life safety is the highest priority, and that the welfare of emergency personnel and EOC staff is of the utmost importance.

3.3. Public Information Officer and Liaison Officer

1. Obtain briefing from available sources.
2. Immediately check with the Planning Section Situation Status Coordinator as well as Facilities for damage assessment reports.
3. Work with the IC to develop emergency communications to students, staff, and staff.
4. Work with IC and the Policy Group to develop substance for critical communications to stakeholders in a priority manner.
5. Identify methods for sending messages to each stakeholder group, and work with Technology Services to facilitate messaging.

6. Monitor news sources and local authorities/agencies to keep current on disaster information – keep Sit Stat updated and vice versa.
7. Provide updates and receive updates from District Services and Saddleback College, as well as local partners.
8. Anticipate future messages needed and the timeline – working with the Planning Section Chief.
9. Centralize all messaging with external organizations through the Liaison Officer. The Liaison Officer does not need to make all contacts but should be aware of the messages and their contents.
10. Liaise with other organizations to determine situation status and communication.

3.4. Safety and Security Officers

1. Monitor, direct, and coordinate safety and security for students, staff, faculty, and visitors.
2. Monitor damaged facilities from a security and safety perspective.
3. Serve as liaison to public safety organizations in concert with the PIO.
4. Ensure safety and security of post-incident operations.
5. Ensure that the EOC is safe for staff.
6. Identify potential security and safety hazards and advise the IC immediately of any unsafe or hazardous conditions.
7. Coordinate with Section Chiefs to eliminate or mitigate hazards.
8. Ensure adequate levels of protective equipment are being used.
9. Participate in strategy meetings.
10. Provide necessary security and safety support to operational areas.

3.5. Operations Section Chief

1. Organize and direct Operations Section Critical Functions – Instruction, Student Services, faculty operations, classified staff operations, and Health and Wellness Center.
2. Brief Operations Section Coordinators on current situation and develop Section's initial IAP.
3. Refer to the Pandemic Business Continuity Plan for specific business recovery plans for Instruction and all Student Services functions including the Health and Wellness Center.
4. Review business recovery options and authorize activation and implementation of plans.
5. Evaluate recovery options for Instruction given damage assessment reports and projected time of the outage.
6. Evaluate recovery options for 10 Student Services functions given damage assessment reports.
7. Direct faculty and staff to implement business recovery plans as appropriate.
8. Monitor progress of business recovery plan implementation and report status to IC.
9. Participate in strategy meetings and develop the Incident Action Plans.
10. Monitor Section staff for problems and address those problems immediately.

3.6. Office of Instruction Coordinator

1. Communicate with Deans and Managers on status.
2. Based on damage assessment and projected downtime, develop strategy to either suspend classes, take the classes online, or potentially move them to another location.
3. Work with Technology Services to design instructional materials based on the situation.
4. Prepare materials such as videos or Canvas for faculty and students.
5. Decide on instructional material rollout to faculty.
6. Preview instructional materials with Deans/Chairs, Academic Senate, and Instructional Council.
7. Make changes to recovery strategy based on input and feedback.
8. Determine learning priorities and communicate those priorities to stakeholders.
9. Message faculty and remind them of resources, how to get help, and help with setup.
10. Message students to tell them what to expect, how things will work, and how to get help.
11. Coordinate messaging with PIO to ensure that IVC speaks with a single voice.
12. Decide on division of labor between administrative bodies.
13. Monitor instruction operations and problems that arise, evaluate, and correct.
14. Receive reports from stakeholders on progress of learning and identification of problems and solutions to those problems.
15. Work with other Section Chiefs to coordinate operations.
16. Monitor faculty and students through reports, always considering safety, health, and welfare as the highest priority.

3.7. Student Services Coordinator

1. Communicate with Deans and Managers on status.
2. Receive damage assessment/impact reports from different sources including Sit Stat.
3. Strategize about specific concerns for each Critical Function:
 - a. Guidance and Counseling
 - b. International Students
 - c. DSPS/EOPS/CARE/CalWORKs
 - d. Outreach
 - e. Admissions and Records
 - f. Student Life and Equity/Student Government
 - g. Financial Aid
 - h. Health and Wellness Center, Food Resource Center and Veterans Services Center
4. Work with PIO to coordinate and support communications to students.
5. Refer to the Pandemic Business Continuity Plan to review specific business recovery plans for each Critical Function.
6. Monitor staff health and welfare and resolve problems immediately.
7. Monitor student health and welfare and bring issues to CMT for options and resolution.
8. Respond to student concerns regarding programs.
9. Conduct status meetings regularly with representatives from each Critical Function.

3.8. Health and Wellness Center (HWC)

1. Responsible for medical triage operations using crash cart and trained medical personnel and trained volunteers.
2. Ensure that disaster operations are safe by adhering to public health and medical guidelines.
3. Monitor life safety, health, and welfare issues for students, faculty, and staff.
4. Make recommendations to the campus community about health issues and staying safe.
5. Provide Personal Protective Equipment (PPE) as appropriate in the disaster, i.e., earthquake.
6. Coordinate with District Services and Saddleback medical staff and support services.
7. Recommend referrals to outside medical resources as appropriate.
8. Develop related regular communication with the campus community to be disseminated through the PIO's Section.
9. Work with Technology Services and Facilities to ensure a safe infrastructure for operations.

3.9. Faculty Coordinator

1. Coordinate disaster activities for faculty in consultation with CMT.
2. Coordinate through the PIO communications to and from faculty related to the disaster and its impact on faculty.
3. Determine faculty human impact and report this to the Section Chief.
4. Determine faculty operational impacts, working with Facilities and Technology Services.
5. Design strategies with stakeholders to best address the health and welfare of faculty.
6. Design strategies with stakeholders to best address the business operational needs of faculty related to the disaster.
7. Design short-term, medium-term, and longer-term strategies to address faculty issues and concerns.

3.10. Classified Coordinator

1. Coordinate disaster activities for classified employees in consultation with CMT.
2. Coordinate through the PIO communications to and from classified employees related to the disaster and its impact.
3. Determine classified employees' human impact from the disaster, and report this to the Section Chief.
4. Determine classified employees' operational impacts from the disaster, working with Facilities and Technology Services.
5. Design strategies with stakeholders to best address the health and welfare of classified employees.
6. Design strategies with stakeholders to best address the business operational needs of classified employees related to the disaster.
7. Design short-term, medium-term, and longer-term strategies to address classified employees' issues and concerns.

3.11. ATEP Coordinator

1. Coordinate all Crisis Management and Business Recovery activities for the IDEA building at ATEP.
2. Immediately report status to the CMT/EOC including immediate needs.
3. Coordinate communications to ATEP staff working through the PIO.
4. Coordinate communications to ATEP students with status, working with PIO and Student Services.
5. Work with Facilities and Technology Services to receive damage assessment reports and a projected timeline of outages.
6. Coordinate all ATEP operations with the Operations Section Chief as the focal point.
7. Develop an IAP for ATEP working with the Section Chief, Facilities, Technology Services, and Student Services.

3.12. Logistics Section Chief

1. Organize and direct Logistics Section Critical Functions – Facilities and Technology Services. The immediate actions for these critical infrastructure functions are also listed in Crisis Management Team Immediate Actions.
2. Brief Section Coordinators on current situation and develop Section’s initial action plan.
3. Refer to the Pandemic Business Continuity Plan for specific business recovery plans for Facilities and Technology Services.
4. Review business recovery options and authorize activation and implementation of plans.
5. Evaluate recovery options for Facilities given damage assessment reports and projected time of the outage.
6. Evaluate recovery options for Technology Services given the damage assessment and projected outage times.
7. Direct staff to implement business recovery plans as appropriate.
8. Monitor progress of business recovery plan implementation and report status to IC and in strategy meetings.
9. Participate in strategy meetings and develop the IAPs.
10. Monitor Section staff for problems and address those problems immediately.

3.13. Technology Services Coordinator

1. Direct the recovery of all Information Technology infrastructure, systems, applications in coordination with the CMT.
2. Assess damage and status of information technology organization-wide, with special attention to the Critical Business Functions.
3. Work with individual Critical Business Functions to determine immediate technology needs and recovery options.
4. Implement recovery plans to achieve Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO).

5. Develop strategies to recover critical systems and applications.
6. Develop strategies to arrange repair and/or replacement for critical equipment based on the damage assessment.
7. Develop strategy for recovery of Technology Services infrastructure.
8. Develop strategy for recovery of Technology Services critical systems and applications.
9. Develop an effective division of labor for Technology Services going forward, appointing staff to needed positions for the Technology Services War Room.
10. Work with Critical Business Functions to monitor and improve operations.

3.14. Facilities Coordinator

1. Appoint, as necessary, Damage Assessment Coordinator and Restoration Coordinator.
2. Mitigate any immediate disaster situations for safety for facilities, utilities, and technology.
3. Assemble Facilities damage assessment reports and coordinate with Section Chief and CMT.
4. Maintain safety practices in all activities, coordinating with the Safety and Security Officers.
5. Coordinate damage assessment information with the Planning Section.
6. Work with Finance to capture all emergency costs related to the disaster.
7. Ensure that business recovery priorities are the driving force for Facilities once the life safety issues have been reduced to a manageable level.
8. Secure alternative workspaces for Critical Business Functions, as necessary.
9. Assist Critical Business Functions with set up in alternate locations, as necessary.
10. Coordinate restoration of critical facilities in a prioritized order.

3.15. Online Learning Coordinator

1. Depending on the disaster, develop strategy to take courses online or in a different location.
2. Work with Office of Instruction to design instructional materials for faculty.
3. Work with other Technology Services Coordinators to design instructional materials for students.
4. Determine priorities for online learning with Instruction and communicate the priorities to stakeholders.
5. Message faculty and remind them of resources, how to get help, and help with setup.
6. Coordinate messaging to students in concert with Instruction, Student Services, and PIO to tell them what to expect, how things will work, and how to get help with setup.
7. Publish student and faculty Canvas shells if necessary.
8. Work with other Technology Services Coordinators to establish effective division of labor.
9. Monitor network, usage, problems, issues, online learning, and staffing.

3.16. Planning Section Chief

1. Organize and direct Planning Section – big picture planning, Information Management, Situation Status, and Message Coordinators.
2. Brief Section Coordinators on current situation and develop Section’s initial action plan.

3. Review the Attachments in this document for ICS forms to use in the EOC – message form, Incident Action Plan, and message flow.
4. Review Pandemic Business Continuity Plan to familiarize the Section with the Critical Business and Support Functions’ Business Recovery Plans.
5. Track internal and external events and display priority information for use by EOC staff.
6. Manage all EOC information and documentation for display and evaluation.
7. Operate the Message Center and track message distribution and resolution.
8. Monitor progress of EOC operations and work closely with PIO on information management.
9. Participate in strategy meetings and develop the IAPs.
10. Monitor Section staff for problems and address those problems immediately.

3.17. Situation Status Coordinator

1. Maintain current information regarding the incident organization-wide.
2. Monitor the current information on external events – deaths, injuries, disaster situations, infrastructure, utilities, transportation routes, telecommunications.
3. Monitor the current information on internal events – students, employees, damage to facilities and infrastructure, emergency activities in progress, business recovery status.
4. Receive disaster information from external sources such as federal, state, county, or city emergency management personnel. This information should be immediately coordinated with the Planning Section and the PIO.
5. Display salient information for the EOC to know. Do not overwhelm personnel with too much information. What do they really need to know?
6. Compile disaster information into a useful format, working with the Information Management Coordinator.

3.18. Message Center Coordinators

1. Organize and coordinate the EOC Message Center, coordinating closely with the Information Management Coordinator.
2. Ensure that incoming messages to the EOC are logged, routed, and expedited.
3. Serve as focal point for incoming messages and issues, bringing emergency messages immediately to the attention of the Section Chief.
4. Expand staff as necessary, provide tools to handle volume of incoming messages.
5. Fine tune Message Center process to streamline message flow and effective documentation.
6. Refer to the Attachments with message forms and other relevant material.

3.19. Information Coordinator

1. Coordinate the EOC information flow, capture, and documentation.

2. Responsible for the monitoring of information to ensure that priorities documented in the IAP are followed.
3. Responsible for information flow from entry into message center and then flow to Sections for action and resolution.
4. Information Management provides forms to the EOC staff to capture relevant information.
5. Design information flow to include mechanisms, follow-up mechanisms, priority follow throughs, and IAPs format.
6. Coordinate with Section Chiefs to ensure that proper information is contained in the IAPs.
7. Provide reports for EOC based on information and issues.
8. Responsible for production and distribution of the IAPs.
9. Document issues that will be included in the debriefing and After-Action Report.

3.20. Finance Section Chief and Analyst

1. Monitor the utilization of all financial assets related to the disaster, working with District financial critical functions such as General Accounting, Fiscal Services, and others.
2. Supervise the documentation and capture of all financial expenditures related to the incident.
3. Monitor disaster-related operational and damage costs organization-wide in concert with District.
4. Review accounting and documentation requirements for insurance recovery.
5. Institute disaster cost centers to track expenses in concert with District.
6. Coordinate recovery of critical financial operations for IVC.
7. Participate in strategy meetings with the Command Staff.
8. Compile financial reports relevant to the disaster.
9. Act as clearinghouse for all documentation and issues related to financial operations.
10. Develop effective division of labor if Finance Section staff needs to be expanded.

4. ATTACHMENTS

4.1. Dealing with the Media – Guiding Principles

- Assess media needs, media constraints, and internal media-relations capabilities.
- Develop goals, plans and strategies for dealing with the media.
- CCT trains communicators: CMT, lead spokespeople.
- Prepare clear, concise, targeted messages based on a prioritized list of stakeholders.
- Identify media outlets and media activities for the first 24-72 hours.
- Deliver messages to key stakeholders in a clear and timely manner.
- Evaluate messages and performance based on feedback and response from stakeholders.
- Be transparent and honest. It is OK to say, “I don’t know the answer to that question.”

4.2. Tough Questions Typically Asked by Media

- Can you tell us what happened? Were you there? How do you know the details?
- How are those who were impacted getting help?
- Is the situation under control? How can you be certain?
- What are you advising employees to do? How can they protect themselves from harm?
- How extensive is the damage and what do you expect in terms of recovery timeframes?
- Why did this happen and what was the cause? Is anyone to blame? Was the situation handled well? What mistakes have been made or what could have been done better?
- What are you not telling us?
- Do you accept responsibility?
- What can be done to prevent this from happening again? What lessons did you learn?
- Why should we trust you?
- What does this all mean for the college?

4.3. Internal Media Relations Capabilities Assessment

- Does the Crisis Communications Plan assign internal responsibilities, lines of authority, escalation paths, and emergency contacts?
- Does the Plan have procedures for developing prioritizes stakeholder messages?
- Does the Plan have procedures for communicating with key partners and third parties?
- Does the Plan have procedures for emergency employee communications?
- Is there 24/7 capability for Crisis Communications?
- Does the CCT have sufficient resources identified to be able to do its job?

4.4. Media Communications Goals and Objectives in Emergency Event

- Provide accurate, timely, transparent, understandable, consistent, and credible information.
- Inform and educate the stakeholders with prioritized messaging.
- Avoid panic and address rumors, inaccuracies, and misperceptions.
- Establish and maintain confidence in the ability of IVC to respond and recover.
- Keep employees and stakeholders informed on a regular basis to allay concerns, stay safe, and update on recovery progress.

4.5. Monitoring the Media

- It is critical that the CCT constantly and regularly monitor the media for ongoing disaster information and stakeholder concerns. The CCT is the focal point for monitoring the media, disaster reports, status reports, communications to stakeholders, and specialized news sources. The CCT should stay in constant contact with the CMT to stay current.
- The information gathered by the CMT and the CCT should be consolidated and summarized by the CMT Situation Status function to ensure that the relevant information can be displayed for use by the EOC staff.

4.6. Approaches for Dealing with the Media in an Emergency

General Preparation:

- Ensure that the college speaks with a single voice.
- Listen to, acknowledge, and respect the fears, anxieties, and uncertainties of key stakeholders.
- Remain calm and in control, even in the face of fear, anxiety, and uncertainty.
- Provide people with ways to participate, protect themselves, and gain or regain a sense of personal control.
- Focus on what is known and tell reporters what follow-up actions will be taken if a question cannot be answered immediately, or tell people where to get additional information.
- Offer authentic statements and actions that communicate compassion, conviction, and optimism.
- Be honest, candid, transparent, ethical, frank, and open.
- Take ownership of the issue or problem.
- Remember that first impressions are lasting impressions – they matter.

Speaking with the Media:

- Avoid humor because it can be interpreted as uncaring, or of trivializing the issue.
- Be extremely careful in saying anything that could be interpreted as an unqualified absolute.
- Be the first to share good or bad news.
- Balance bad news with three or more positive, constructive, or solution-oriented messages.
- Avoid mixed or inconsistent verbal and non-verbal messages.
- Be visible or readily available.
- Don't speculate, repeat allegations, or say "no comment."
- Develop and offer three concise key messages in response to each major concern.
- Continually look for opportunities to repeat the key messages.
- Use clear, non-technical language free of jargon and acronyms.
- Use appropriate visual aid materials.

Research and Respond:

- Find out who else is being interviewed for the stories on the event.
- Monitor what is being said on the internet and what stories are out there.
- Avoid guessing – check and double-check facts.
- Ensure that facts have gone through a clearance process.
- Plan media communications well in advance if possible.
- Provide information on a regular basis with updates.
- Be able to cite credible sources of information.
- Admit when mistakes have been made – be accountable and responsible.
- Avoid attacking the credibility of others unless necessary.
- Acknowledge uncertainty if it exists.
- Seek, engage, and make extensive use of credible third parties to make your case.

4.7. Pitfalls to Avoid with the Media

General Considerations:

- Do not assume the reporter has the story right.
- Do not volunteer more than what you want to say.
- Do not assume your knowledge will enable you to answer all questions; check with colleagues.
- Do not go into an interview without three key messages.
- Do not guess or fake it.

Take Control of the Interview:

- Do not allow the interview to stray from the subject.
- Do not accept a question that is improperly framed.
- Do not let a reporter put words in your mouth.
- Do not speak disparagingly of others, even in jest.
- Do not buy into baseless “what if” questions.
- Do not depend on the reporter to remember what is said.
- Do not try to answer all parts of a multiple-part question all at once.
- Never say “no comment.”

Follow Through:

- Do not assume you have been quoted correctly; check on the story and correct if necessary.
- Close the feedback loop and follow through on questions and information.

4.8. Preparing a News Release

- Keep it short; 1-3 paragraphs.
- Use plain language and avoid jargon and acronyms.
- Use a headline to frame the news release.
- Insert the key stakeholder messages.
- Insert 2-3 sentences describing the current situation.
- Insert a quote from the lead spokesperson demonstrating leadership and concern.
- List actions currently being taken.
- List actions that will be taken next.
- List information on possible reactions and ways that help can be obtained.
- List contact information, ways to get more information, and links to other resources, as necessary.

4.9. Communicating with Anxious or Fearful Stakeholders

- The higher the level of stress, fear, or anxiety, the greater the need to simplify the language and to carefully structure communications.
- Provide no more than 3 message points at a time.
- Use simple and correct grammar with short sentences.
- Avoid the use of jargon and acronyms and define all new terms used.
- Break down complex topics into smaller parts.
- Use the Triple T Model: tell your audience briefly what you are going to tell them, tell them more about each point, and tell them again briefly what you told them.

- Provide complex information in tiers or layers that gradually increase in complexity.
- Use visuals to enhance comprehension.
- Use flowcharts or outlines for complicated issues.
- Determine if the material is consistent with culturally accepted ways of presenting.
- Respect and allow for the diverse nature of the target audience.

4.10. Holding a News Conference

- The designated location for news conferences is TBD.
- Under no circumstances can the public be allowed to access the EOC complex.
- Use a room appropriate for the number of attendees and set it up appropriately.
- Develop a media kit to be passed out to attendees – include spokespersons' names, titles, roles, and contact information.
- Make a brief formal opening statement of 5-10 minutes.
- Make sure all pertinent information is in the opening statement (who, what, where, when, and why).
- Allow time for questions: 10-15 minutes.
- Limit each speaker to no more than 5 minutes.
- Start and finish on time.
- A news conference is primarily to field questions, not to give a lecture.
- Follow up to ensure the correctness of reporting, answer questions, and generally follow through on all questions/issues.

4.11. Incident Action Plan

EOC INCIDENT ACTION PLAN

Incident:

Prepared (Date/Time):

Effective Period:

Next Strategy Meeting (Time, TBD, or N/A):

Category (Life Safety, Infrastructure, Procurement, Financial, etc.)	Location	Action Required	Lead Section(s)	Status/Comments

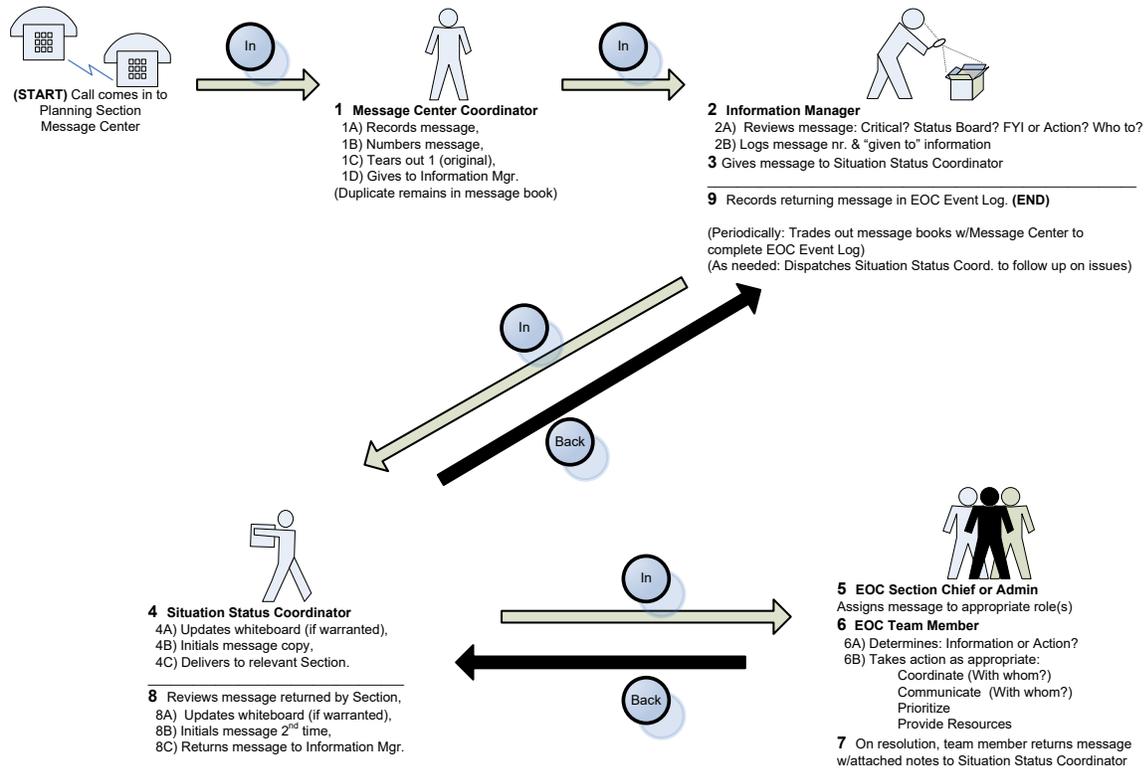
4.12. Message Form

MESSAGE AND EVENT LOG - EOC

Time	Message	Location	Description	Resolution/Actions Taken/Status	Notes/ Timeframes

4.13. Message Flow

Information Flow Diagram: Message Arrival Via Planning Section Message Center



4.14. War Rooms – Extension of the EOC

Crisis Management Locations

- Emergency Operations Center (EOC) – EOC for campus-wide operations, located in Police Building.
- Alternate Emergency Operations Center (Alt EOC) – serves as the EOC in the case of major disaster that disables primary EOC. The secondary EOC is located in Administration Building conference room A 100, with a tertiary at ATEP Tustin.
- War Rooms are direct extensions of their respective Section of the EOC, located near and directly coordinated by the Section Chief.
- Recovery Locations are designated business recovery locations for Critical Business Function operations. Recovery locations have tools necessary for actual function recovery, while War Rooms are adjunct rooms to the EOC that develop emergency policies, procedures, and plans.

War Rooms Purpose and Process

- Serve as extension of the EOC when the Command Staff determines that more resources are necessary to perform immediate and specific tasks for the EOC.
- War Rooms are in close physical proximity to the EOC, facilitating face-to-face collaboration.
- War Rooms directly report to the respective Section Chief in the EOC, and the Section Chief may appoint a War Room Coordinator.
- War Rooms develop emergency policies, procedures, implementation plans, and timelines; identify resources; solve problems; develop recovery process plans; and coordinate issues at the direction of the Section Chief.

War Room Examples

- Technology Services War Room – develops recovery processes and recovery implementation plans for technology infrastructure, critical applications, hardware replacement, third party critical vendors, and telecommunications.
- PIO War Room – coordinates all internal and external messaging in concert with the CMT.
- Student Services War Room – coordinates all 9 critical functions within Student Services.

4.15. Section Administrator

Provide administrative and clerical support to Section, directly reporting to the Section Chief.

Immediate:

- Obtain briefing from Section Chief.
- Check in with all Section personnel on status/priorities/concerns.
- Determine immediate administrative and clerical priorities with Section Chief.
- Determine immediate tools necessary for Section functioning, with Section Chief.
- Set up administrative processes and obtain necessary tools.
- Communicate about processes and tools to Section staff.
- Act as liaison for Section to the Planning Section – Information Management and Situation Status.

Intermediate:

- Coordinate with EOC IT Technical Coordinator to ensure proper functioning of voice, data, and network.
- Coordinate with Business Recovery Team War Rooms as necessary, acting on behalf of Section staff.
- Follow up with Section Staff to ensure that the loop is closed between Section Staff logs, Message Center, and Information Management.
- Compile reports, data, and recovery information, and document in conjunction with Information Management.
- Communicate priorities and directions of Section Chief to Section Staff on a constant basis.
- Administrative and clerical duties for the Section Chief as directed.
- Monitor Section Staff for concerns that need to be brought to the attention of Section Chief.

Extended:

- Streamline and improve communications and information flow processes within the Section.
- Document lessons learned and quality improvements for future incorporation into EOC checklists and resources, as well as business recovery plans related to the Section.
- Monitor staff concerns and assist in resolving problems to make staff more productive.
- Responsible for ensuring resources availability and updating Section cabinets.

4.16. Acronyms

ATEP – Advanced Technology and Education Park, a 61-acre education park in Tustin, CA. ATEP focuses on advanced technology, career technical, and workforce development training programs to support high demand industries. IVC’s School of Integrated Design, Engineering and Automation (IDEA) is located at ATEP.

BIA – Business Impact Analysis - the process to identify Critical Business and Support Functions and needed resources for recovery.

CCT – Crisis Communications Team – the Public Information Officer’s team to manage communications internally and externally.

CMT – Crisis Management Team – team to manage crisis representing Critical Business and Support Functions in the Emergency Operations Center.

DSPS – Disabled Students Programs and Services – an IVC Student Services department providing services to students with disabilities.

EAP – Emergency Action Plan – plan that contains Emergency Response procedures, evacuation process, and Building Marshals program.

EMO – Emergency Management Organization – the Irvine Valley College emergency management structure including Emergency Response Teams, Crisis Management Team, and Business Recovery Teams.

EOC – Emergency Operations Center – the physical location for the CMT to manage the crisis or disaster, located in the Campus Police building.

EOP- Emergency Operations Plan – this Plan that guides the CMT in the operations of the EOC.

EOPS – Extended Opportunity Programs and Services – an IVC Student Services department providing supplemental support services designed to assist qualified low-income and educationally disadvantaged students in completing their educational goals.

ERT – Emergency Response Team – self-activating Building Marshals and Captains that respond immediately to emergency situations, as necessary.

HWC – Health and Wellness Center – student health center at Irvine Valley College, a department in Student Services.

IAP – Incident Action Plan – a plan of prioritized actions for the CMT for a specific time period.

IC – Incident Commander – leader of the CMT and director of the EOC.

ICS – Incident Command System – an emergency management structure developed by Emergency Responders in the 1980s that involves specific Sections with a manageable span of control.

IDEA – School of Integrated Design, Engineering, and Automation – Irvine Valley College building on the ATEP/IDEA campus in Tustin.

NIMS – National Incident Management System – federally mandated Emergency Management Organization structure.

PIO – Public Information Officer – position within the Command Staff of the CMT in charge of internal and external communications.

PPE – Protective Personal Equipment.

RTOs & RPOs – Recovery Time Objectives & Recovery Point Objectives - RPO and RTO are two of the most important parameters of a disaster recovery or data protection plan. The RPO/RTO, along with a business impact analysis, provides the basis for identifying and analyzing viable strategies for inclusion in the business continuity plan.

SEMS – Standardized Emergency Management System – State of California-mandated Emergency Management Organization.

SOCCCD – South Orange County Community College District – Irvine Valley College and Saddleback College, including District Services.

