



UNIVERSITY OF
NOTRE DAME

**CAMPUS EMERGENCY
PREPAREDNESS
AND RESPONSE PLAN**

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Public Version

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I. INTRODUCTION

Purpose & Scope

The University of Notre Dame Campus Emergency Preparedness & Response Plan (the Plan) outlines policies and procedures for managing major emergencies that may threaten the health and safety of the campus community or significantly disrupt its programs and activities. The Plan provides a structure for coordinating preparedness, response, and recovery efforts of Notre Dame personnel and resources.

The Plan applies to a broad range of major emergencies, including but not limited to fires, explosions, extended power outages, mass casualty events, hazardous materials releases, security breaches, financial malfeasance and other events impacting the life and safety of campus constituents, physical condition or credibility of the University. It is the official emergency response plan for the University and supersedes all previous plans. As you read through the Plan, it may be useful to refer to [Appendix H: Glossary](#) for an explanation of unfamiliar terms and concepts.

The Plan is designed for major emergencies and should be activated when an emergency reaches proportions beyond the capacity of routine departmental response procedures. Campus responding agents such as Notre Dame Security Police (NDSP), Notre Dame Fire Department, and Risk Management & Safety respond to the scene of emergencies and coordinate response efforts with community responders. In addition, departments respond to lower-level emergencies that do not impact multiple campus constituents. However, campus-wide emergencies are considered within the scope of this plan and result in executive leadership managing the response efforts. This Plan provides a comprehensive approach whereas first responders activate and address impacts at a scene and executive management define the strategy to respond and ensure resources are available and organized to support the University response. For example, implementation of the Plan is appropriate in the following situations:

- An emergency occurs that will cause severe damage with the probability of casualties to members of the campus community;
- Utility services will be inoperable for at least 24 hours;
- Coordinated Emergency response actions may be required for a minimum of 12 hours;
- An incident occurs that could significantly damage the University's credibility.

Authority

The President holds executive authority for the entire campus emergency response process. Through this plan, he has defined responsibilities related to emergency preparation and response to the following. See [Appendix A: Emergency Plan Oversight](#) for a graphical representation.

Executive Vice President: Responsible for establishing and maintaining the campus emergency program, defining leadership roles and empowering the people in those roles to pursue the objectives of protecting and supporting the people, assets and reputation of the University. The EVP possesses budget authority over the emergency program staff and efforts.

Associate Vice President for Campus Safety: Responsible to the EVP and President for leading and coordinating the overall effort to define the plans, processes, teams, equipment and facilities that comprise the emergency program and to coordinate and plan training and exercises to support the University's capability and capacity to respond to emergencies in a professional manner should they occur. This responsibility includes coordinating with the University's first responders to ensure their functions are addressed within the overall campus emergency program. Acts as Chair of Emergency Management Task Force.

Director of Emergency Management: Responsible to the Associate VP for Campus Safety for day to day leadership of the efforts to develop and maintain the plans, processes, teams, equipment and facilities that comprise the University's emergency program. Coordinates with members of the Emergency Management Task Force. Is also responsible for the University's Business Continuity Program.

Emergency Management Task Force: The Task Force is a cross functional team of University leaders responsible for providing input and feedback to the Director of Emergency Management and the Associate VP for Campus Safety. They meet periodically to review After Action Reports (AAR) from exercises and from Incident Reviews. The members represent their functions in Task Force efforts, communicate to their constituents and may be assigned specific tasks related to the Campus Emergency Preparedness & Response program.

Through these assignments and structure, it is the intent of the President to ensure that the Plan provides a framework for responding to an emergency in a safe, effective and timely manner. University personnel and equipment will be used to pursue achievement of the following priorities in the event of an emergency:

- Protection of students' life and health;
- Protection of all others;
- Protection of critical facilities;
- Restoration of campus operations; and
- Protection of the University's credibility.

National Incident Management System (NIMS)

The Plan is structured under the National Incident Management System (NIMS), the nationally endorsed approach to incident management and response. NIMS provides guidance for a consistent and integrated framework for the management of emergencies. Moreover, governmental emergency agencies (e.g., fire, law enforcement, health, public works, EMS) responding to an incident at Notre Dame will follow such protocol, permitting a coordinated response. Finally, NIMS provides a standardized framework for communications and information sharing at all levels of incident management, ensuring that all affected constituents receive consistent information regarding the emergency.

Essential characteristics of NIMS include the following:

- Accommodate the changing dynamics of an incident, by smoothly adding and releasing resources based on need;

- Outline authority and responsibilities inherent to incident response roles; individuals are assigned to such roles on a temporary basis and can be reassigned, replaced or released as needed;
- Incorporates and promotes incident command system (ICS) principles

In response to the events of September 11, 2001, the President of the United States established the Department of Homeland Security, which began mandating the widespread use of NIMS. *Homeland Security Presidential Directive Number-5* describes NIMS as follows:

To enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System;

This system will provide a consistent nationwide approach for Federal, State and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size and complexity;

To provide for interoperability and compatibility among Federal, State and local capabilities, NIMS will include a core set of concepts, principles, terminology and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking and reporting of incident information and incident resources.

II. EMERGENCY ORGANIZATION

Organization and Reporting Structure

The University's organizational structure during an emergency response may not resemble its day-to-day operations. Employees may report to individuals to whom they do not ordinarily report. Furthermore, if the severity of an emergency increases, assignments may change in the organizational structure, therefore changing an employee's position during the course of a single emergency.

The Plan reflects four major organizational components. See [Appendix B: EOC Organization](#) for a graphic depiction of the organization.

- Traditional first responding agents (e.g., Notre Dame Security Police)
- Policy Committee
- Emergency Operations Center (EOC) Management Team
- Function Support Teams

See [Appendix G: EOC Telephone List](#) for a compilation of names and contact information for members of these teams and resources that could be activated during an Emergency Response.

Traditional first responders include those agents that would first respond to the scene of an incident. Examples of University first responders include NDSP, Notre Dame Fire Department, and Risk Management & Safety. First responders are responsible for staffing and operating field command posts near the scene of an incident or at staging areas nearby. As necessary, first responders coordinate efforts with off-site governmental authorities within a unified command. Under the scope of this Plan, first responders respond to all emergencies and, as necessary, communicate with activated teams within the Campus Emergency Response Team structure.

Policy Committee

The Policy Committee consists of the President, Provost, Executive Vice President, Vice President for Student Affairs, Vice President for Public Affairs and Communications, Vice President for Mission Engagement and Church Affairs, Vice President and Director of Athletics, the Chief of Staff, and the Vice President and General Counsel, who serves as the Chair. The Policy Committee is the senior most team responsible for developing a strategy and overall direction during major emergencies. Moreover, the Policy Committee evaluates the impact of an emergency on the long-term operations of the University in terms of reputation, government regulation, and service delivery. The Policy Committee operations are guided by the Policy Committee Concept of Operations.

EOC Management Team:

A fundamental component to the success of the University's response efforts is an understanding of the EOC reporting structure. The EOC Management Team serves as the tactical arm of the Policy Committee. In its role, the EOC Management Team creates plans to implement the strategies developed by the Policy Committee, evaluates the incident as it unfolds, and further enhances strategies for an effective response. Secondly, the management team is the primary group that gathers information from various elements and seeks to understand the scope and direction of the emergency. This effort includes serving as the single point of contact for field emergency response operations

(e.g., NDSP, ND Fire Department, Risk Management & Safety). Communication between these parties ensures coordination of university-wide response efforts between on-scene responders, departments, and executive management.

A description of each EOC position is as follows:

EOC Leader: The EOC Leader is appointed by the President (or Policy Committee if the President is not available) and has overall responsibility for the management of emergency response and recovery efforts. After appointment, the EOC Leader assumes ultimate authority for all aspects of emergency response management, including the development and implementation of strategic and tactical response activities and post-emergency assessments.

The EOC Leader will implement a proactive management style, constantly re-evaluating the incident and integrating command, control, and communications for all personnel involved. The EOC Leader will establish a team to bring about a safe and successful conclusion to the event. The positions identified below report directly to the EOC Leader and assist with the immediate campus response.

Deputy EOC Leader: The Deputy EOC Leader's role is to support the EOC Leader by having an experienced support staff to address important tasks and assist in ensuring that important information is shared, understood and acted on as the emergency requires. The Deputy EOC Leader maintains the schedule of EOC Management Team meetings and acts to ensure members are informed of EOC Leader's expectations or changes in the near-term schedule of EOC Management Team activities. Acts as the primary link with the Policy Committee outside of normally scheduled updates. The position also initiates and maintains contact with assisting public or private agencies (e.g. American Red Cross, FEMA).

EOC Coordinators: Responsible for the EOC facility, including supplies, communication equipment, and EOC support staff (e.g., field runners). The SharePoint Coordinator monitors the communication flow through all communication means, consolidates information depicted on the whiteboards, and documents significant information on the SharePoint system. The EOC Coordinator assists the EOC Leader as necessary to include preparing the EOC Leader for updates to the Policy Committee.

EOC Scribe: The EOC Scribe leads the network of Scribes within the activated Campus Emergency Management Teams in documenting and sharing information. Maintains a complete and accurate record of all events and key decisions that occur during and after the incident. Such records will be written and may be documented in map form, where useful. The EOC Scribe will coordinate with other Scribes as necessary to ensure the effective use of SharePoint or other information sharing system used.

Liaison Officer: In the event of a major campus emergency, first responders are required to notify a Liaison Officer. Information technology incidents should be reported to the Office of Information Technology Liaison Officer; Hazardous Materials incidents should be reported to the Risk Management & Safety Liaison Officer, and all other incidents should be reported to the NDSP Liaison Officer. As a default, responders should notify the NDSP Dispatcher (631-5555) who maintains a list of all trained Liaison Officers. Upon notification of the incident, the Liaison Officer communicates necessary information

to the Associate VP for Campus Safety. The contact may be completed by phone. Alternatively, the Liaison Officer may use the Policy Committee group within the *NDAAlert* mass notification system. Once the Policy Committee has been briefed and an EOC Leader identified, the Liaison Officer concentrates on his/her primary responsibility of communicating between the field operations (i.e., on-scene command post) and EOC Leader.

The Liaison Officer also ensures that appropriate multi-agency response efforts are executed and serves as the primary contact for supporting agencies (e.g., City of South Bend and St. Joseph County).

Public Information Officer: Serves as the University's representative for communication of information to internal and external stakeholders, including the media or other organizations seeking information about the incident or event. The Public Information Officer ensures that press releases and official statements are issued only by those University officials authorized to issue such information, and directs distribution of messages through the University's various communication tools. The Public Information Officer is the central point of contact at the EOC Management Team for the Crisis Communications Team that activates to support the EOC Management Team and is guided by the Crisis Communications Plan. *The Public Information Officer clears all communication through the EOC Leader prior to distribution.*

Life Officer: Working closely with representatives from Student Affairs, Human Resources, and the Office of the Provost, the Life Officer monitors the status of all students, staff, faculty and visitors following the incident. The Life Officer coordinates communication with students, parents, staff, and faculty, working closely with the Public Information Officer on the nature of messages. All messages must be approved by the EOC Leader, but the Life Officer may assist the Public Information Officer with distribution of such messages. The Life Officer is the primary contact within the EOC Management Team for the Life Team which operates within the guidance provided through the Human Life Plan. The Life Officer is responsible for coordination with the University vendor (FEI) providing the telephone call center and counseling support and for the coordination of medical care. The Life Officer will coordinate with Planning and Logistics Officer and others to deliver needed shelter.

Finance & Administrative Officer: Responsible for engaging necessary resources to monitor all financial and cost analysis aspects of the incident. The Finance & Administrative Officer will also track incident related costs, personnel records and requisitions. Moreover, this position will work with the Planning and Logistics Officer to obtain a status of all resources available for recovery actions and coordinate the procurement of resources, supplies, and materials required to conduct an emergency response (e.g., supplies, construction contracts, trailers, etc.).

Planning and Logistics Officer: Responsible for managing the University's efforts in the recovery stage of the incident, including departmental contributions to campus recovery efforts. The Planning and Logistics Officer, which is appointed by the EOC Leader, will contact and coordinate with various divisions to activate the personnel and equipment necessary to return to normal campus operations. The Planning and Logistics Officer must consider the following aspects of response and recovery:

Operations: In conjunction with the Liaison Officer, manage various campus departments directly related to incident stabilization and resolution. Formulate tactical objectives and operation strategies for resolving an incident and returning the University to normal operations.

Planning: Identify technical specialists and campus resources to assist in planning incident recovery strategies.

Logistics: Provide facilities, services and resources required for the safe and successful return to normal operations. This includes the coordination of volunteers and temporary short and long-term shelter as needed.

Information Technology Officer: Responsible for ensuring the EOC Management Team and other activated teams are supported via available technology. In addition, the IT Officer will provide status on any University IT systems impacted by the emergency.

Additional Roles

Staff Assistants – Staff Assistants operate primarily in the EOC and will be required to take on assigned special tasks. At least one Staff Assistant will be required to document significant information reported to the EOC on the whiteboard. Upon reporting to the EOC, Staff Assistants will report directly to the Deputy EOC Leader or EOC Coordinator to be briefed on their immediate responsibilities.

Students / Faculty / Staff – All students, faculty and staff should read and familiarize themselves with the emergency related documents provided to them. Specifically, students should be aware of the evacuation procedures for their respective residence halls and the classroom buildings they frequently use. The Office of Student Affairs (574-631-5550) can assist students should they have questions regarding the appropriate response procedures. Staff should acquire an understanding of their department and building response procedures. In addition, faculty members should be prepared to direct students to safe areas in the event of an emergency.

Function Support Teams:

Several members of the EOC Management Team members have standing Function Support Teams that have members, responsibilities and guidance to follow in support of their function's representative. Other EOC Management Team members may activate support staff members to assist them in completing the tasks that fall to them during an emergency response. Other EOC Management Team members may develop teams and supporting plans at their discretion or as requested by the Associate VP for Campus Safety or Emergency Management Task Force.

A description of each of the Function Support Teams follows:

Crisis Communications Team: The Crisis Communications Team includes very visible roles such as Public Information Officer and University Spokesperson, as well as a variety of support roles in completing the tasks described and supported in the Crisis Communications Plan. The

team activates and supports the effort of communicating with the University stakeholders during an emergency.

No information is to be released without authorization from the Public Information Officer and EOC Leader. However, the Public Information Officer may work with individuals from Human Resources, Student Affairs, the Provost Office, Athletics, and the Alumni Association to develop and disseminate messages appropriate for respective members of the Notre Dame community once the core message has been approved by the EOC Leader.

Human Life Team: The Human Life Team is comprised of personnel from a variety of departments that have support for people as a primary role in day-to-day operations. During emergencies, they gather to support the Life Officer and serve the people affected by the situation and its implications. The Human Life Team can call on all available campus resources and a vendor (FEI) that provides telephone call center and specific emergency counselors that can be activated to support the University when needed.

Planning and Logistics Team: The Planning Team directs field operations related to Utilities and Facilities, as well as provides information to the EOC Management Team on status of various utilities and facilities impacted by the emergency. The Planning Team also coordinates for and secures resources necessary for the University's response (e.g. temporary shelter, volunteers).

Information Technology Team: The Information Technology Team support for the Campus Emergency Response Team is critical to the early success during an activation in understanding the various aspects of the emergency and in coordinating a multifaceted response effort. The IT Team will ensure the facilities and communications / coordination capabilities are activated and ready for use quickly so that the EOC Management team and other activated teams can focus their full attention on the situation at hand and tactical response activities and post-emergency assessments.

First Responders:

First Responders are on duty continually to support the University and are called on to address minor incidents and emergencies on a daily basis. During major emergencies, they activate and manage the scene(s) of the emergency, establishing Incident Command and calling on additional First Responders from the local community to support the emergency response. Each of these units are organized within the Office of Campus Safety and report to the Associate VP for Campus Safety or Emergency Management Task Force.

A description of each of the First Responders follows:

Notre Dame Security Police (NDSP): The NDSP has mobile officers, established control points and is responsible for staffing the Dispatch office for the University. They address scene control and investigations for emergencies involving potential criminal offenses and provide support for Fire or Safety at scenes where those elements have command due to the nature of the incident.

Notre Dame Fire Department: The Fire Department maintains equipment, the Fire House and maintains a minimal staff on campus to address initial response to fire and medical emergencies.

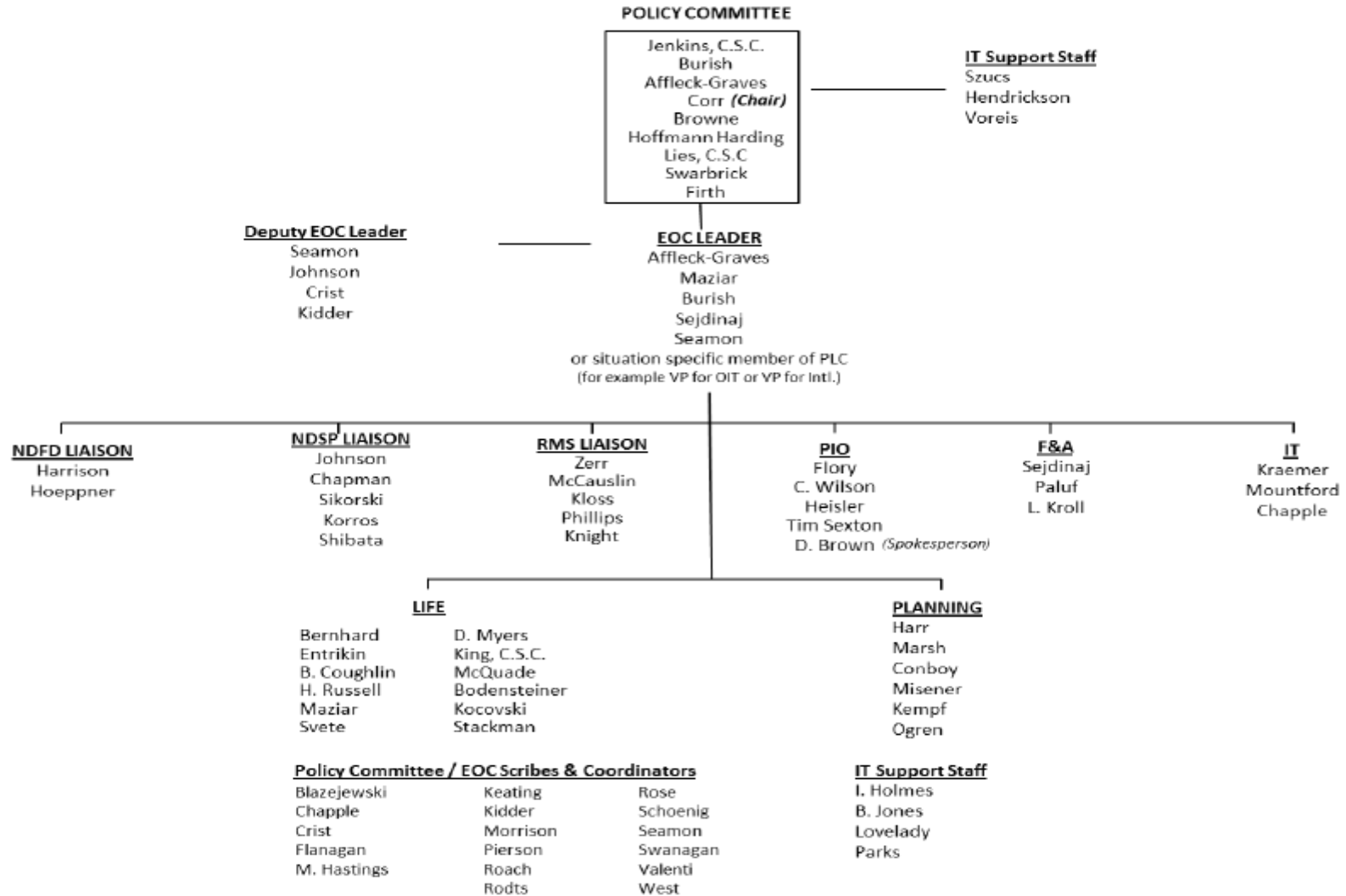
The Fire Department is heavily reliant on mutual support fire capabilities and capacity in a major fire or medical emergency.

Office of Risk Management & Safety: The Office of Risk Management & Safety has designated and trained Safety Officers that would respond to and manage the response and cleanup to hazardous material (HAZMAT) incidents. They would rely on the Fire Department and outside resources to address significant HAZMAT incidents.

Mutual Aid Agreements:

The University relies on formal agreements and relationships with external agencies and partners in the community to respond to major emergencies. These agreements/relationships represent a significant source of resources that would be called on if the Plan is implemented to address an incident that exceeds the University's existing resources. Copies of these mutual aid agreements are maintained with the EOC equipment.

Emergency Response Staffing



III. EMERGENCY CONCEPT OF OPERATIONS

Emergency Levels:

University management, administrators and EOC representatives will respond to emergencies based on three levels of operations. The level of operation and response will be determined based on the magnitude of an emergency, as shown below. These are embedded in [Appendix F: Emergency Level Declaration Decision Guide](#).

- **Level 1 (Alert / Advisory):** The emergency can be managed using departmental response plans and operations (e.g., severe weather advisory, moderate incident involving 1 – 2 departments). While the EOC is not activated, appropriate EOC personnel (as determined by the Policy Committee) are notified, placed on alert status and provided periodic briefings on the situation.
- **Level 2 (Partial EOC Activation):** The emergency cannot be managed using departmental procedures and is of the magnitude to affect several parties and campus constituents (e.g., moderate tornado, major snow storm, extended campus-wide power outage, security breach). The EOC is partially activated and necessary EOC staffing decisions are made by the EOC Leader. Such decisions depend directly on the severity and circumstances surrounding the event. Positions are filled to effectively and efficiently coordinate and support the University's response. One or more Operation Centers may be activated, depending upon the nature of the incident.
- **Level 3 (Full EOC Activation):** A major emergency occurs that affects multiple constituencies and campus operations (e.g., shooting or significant terrorist event). The EOC is activated in either its primary or secondary location. All EOC positions are activated and emergency personnel should report for duty.

Assessment and Notification:

Regardless of the severity of an incident, the Associate VP for Campus Safety notifies all members of the Policy Committee. He provides a description of the emergency and recommendation of emergency level. The Policy Committee assesses the situation to determine the appropriate emergency level and necessary activation of the EOC. In addition to the Associate VP for Campus Safety, any member of the Policy Committee can identify a potential incident and convene the group for an incident assessment. [Appendix C: Emergency Response Activation](#) can be used during this screening process, and other subject matter experts (e.g., Director of Athletics, Chief Investment Officers, etc.) may be contacted to provide input on the unfolding or potential situation.

Depending on the level of the emergency and accessibility of the members, the Policy Committee may agree to coordinate response efforts via phone or meet in a central location other than the EOC (e.g., 500 Main Building). In the event that a tornado or other potentially damaging event is approaching campus and individuals are asked to report to a low area, the Policy Committee should convene in 116 Main Building. Following the briefing and strategy discussion, the President (or Chair if the President is not available) will appoint an EOC Leader for management of all response efforts.

In order to contact various members of the Policy Committee, a text, voice and email message will be distributed to the eight individuals via the University's mass notification system. Policy Committee

members will be provided a brief description of the incident as well as instructions to call the Policy Committee Information Line (distributed only to members of the Policy Committee and Liaison Officers). In the event that all Policy Committee members are not available and cannot access the information line, those that are accessible will convene and begin development of a strategic University response. In the event that none of the Policy Committee members are available, the AVP for Campus Safety will contact individuals identified as back-ups for each member of the Policy Committee (refer to [Appendix G: EOC Telephone List](#)).

Activation:

If the Policy Committee declares a Level 2 or 3 emergency, the AVP for Campus Safety will contact the NDSP Dispatch Center and request the notification of that all EOC Management Team members via the mass notification system (NDAAlert). All available team members should report to campus.

Upon activation, the EOC will serve as the central location in which response staff will gather, obtain a briefing of the incident, and assume their roles under the Plan. The team will review the objectives of the incident response strategy. The EOC Leader will set an initial operational period, or time frame in which measurable strategic operations are to be achieved. Response activities and work assignments will be planned, coordinated, and delegated by the EOC Leader.

If an EOC member is unsure whether to report to the primary or back-up EOC or has information that is important for the EOC Leader to know immediately, he or she should contact the EOC at 631-4926 or NDSP dispatcher at 631-5555.

The first person arriving in the EOC will:

- establish communication with the EOC Leader or Deputy EOC Leader;
- obtain an incident briefing from the EOC Leader, Deputy EOC Leader or Liaison;
- draft the incident status on a white board;
- brief in-coming EOC members; and
- begin set-up of the EOC (note: Hammes-Mowbray Hall and the Hesburgh Center for International Studies are not normally set up for EOC operations. Both areas will need to be converted for that purpose upon activation).

Upon arrival, the Deputy EOC Leader and the EOC Coordinator will assume set-up responsibilities. Refer to [Appendix E: EOC Equipment List](#). You may also refer to [Appendix C: Emergency Response Activation](#) for further detail.

Deliberations and Decision Making

Team members will address the elements of the strategic direction from the Policy Committee and the information that has been obtained regarding the incident. Based on this information, the EOC Management Team will define key actions and communications that are then assigned to Function Support Teams or others to develop more fully or to execute.

The Plan anticipates that the initial actions of the EOC Management Team are intended to contain the emergency, to gather and verify information and to position resources to address further developments or implications of the emergency. There is an expectation that the full understanding

of the emergency will be revealed over time as reports of events and impacts settle into a specific fact pattern. Since all information will not be available to everyone at once, there is a need to share updated information and reconsider specific actions and communications in light of the emerging understanding of the situation. There will also be points of coordination between EOC Management Team members and Function Support Teams that need to share constructively so that a coordinated plan can be defined and executed.

Meetings and Working with Function Support Teams and Staff

Periodically, the team will meet to review the status of the incident. Information and conditions of the emergency may change rapidly, requiring communication between all EOC management team members. The team will review progress made on the strategic goals and objectives (as defined by the Policy Committee); reassess the situation; and identify revised tactical approaches to the response.

When not in EOC Management Team briefings or meetings, the team members will communicate with their support staffs and conduct assigned tasks and communications. Every effort will be made to establish a meeting pattern that allows team members to prepare for meetings by completing expected tasks and communications before the designated meeting. In many emergencies, there may also be times when team members will be asked to gather on short notice to receive new information or deliberate on a matter of urgency that the EOC Leader has become aware of. Function Support Teams will have designated meeting locations and team members are expected to develop methods of communicating with their teams without disrupting the deliberations or operations of the EOC Management Team.

Shift Changes

The Plan provides for response to incidents of extended durations. In incidents where response and recovery efforts span multiple days, the EOC Leader will evaluate the situation and define necessary shift changes (e.g., 8 or 12 hours). At every shift change, outgoing EOC team members will work with the incoming staff for at least 1 hour. This period is to allow intermingling of energy and ideas, as well as to ensure oncoming staff are as aware as they can be of the emergency impacts and its implications. The outgoing shift members are to ensure they are able to rest and get refreshed for their next shift. An example can be reviewed in the following table.

EXAMPLE: Shift Change Concept

<i>X Time</i>	<i>Incident occurs.</i>
<i>X Time + 8 minutes</i>	<i>EOC Team Activation NDAAlert calls all members of the EOC Management Team, Crisis Communications, Human Life, IT and Planning & Logistics Teams to activate</i>
<i>X Time + 30 minutes</i>	<i>Initial Briefing of the EOC</i>
<i>X Time + 30 minutes – X Time + 2 hours (closest top or bottom of hour)</i>	<i>All members of the activated Teams work together. EOC Leader sets 6 hour shifts.</i>
<i>X Time + 2 hours</i>	<i>Designated members of Shift A remain at their centers. Designated members of Shift B depart for rest and nourishment.</i>
<i>X Time + 5 hours</i>	<i>Shift B team members return to work with Shift A team members for 1 hour.</i>
<i>X Time + 5 hours, 30 minutes</i>	<i>Shift Change briefing</i>
<i>X Time + 6 hours</i>	<i>Shift A team members depart for rest and nourishment.</i>
<i>X Time + 11 hours</i>	<i>Shift A team members return to work with Shift B team members for 1 hour.</i>
<i>X Time + 12 hours</i>	<i>Shift B team members depart for rest and nourishment.</i>

Deactivation of the EOC

The Policy Committee, advised by the EOC Leader, will determine when to deactivate the EOC and begin transition to normal campus operations. When termination of the EOC is authorized by the Policy Committee, the EOC Leader will notify all EOC positions of the decision and the deactivation timetable. All positions will present a transition plan to the EOC Leader describing how their actions and communications will be managed and reported as they are transitioned to the day-to-day management system. The EOC Management Team member will ensure that any required forms or documentation are completed prior to deactivation. All documentation and forms will be provided to the EOC Coordinator / Scribe, reviewed and organized by the Office of the General Counsel and maintained by the University for a period of three years following the activation for the emergency response.

Post-Incident Assessment

Once the decision has been made to deactivate the EOC Management Team, the EOC Leader will assign an Emergency Assessment Leader. This person will work with the EOC Coordinator and Scribe and the Office of General Counsel to review the documentation. This person will also be responsible for assigning After Action Reporting tasks to each EOC Management Team member and leader of each Function Support Team. Within 60 days, the Emergency Assessment Leader will provide a report and briefing to the Emergency Response Task Force identifying key lessons for improving the University's preparedness and response to emergencies. All documentation and forms will be provided to the Office of the General Counsel and maintained by the University for a period of three years following the emergency response.

IV. FACILITIES, SYSTEMS AND EQUIPMENT

The Campus Emergency Response Teams have designated primary and alternate Response Management Locations that the various teams will use to gather and pursue their tasks under the Plan. These locations are designed or configured for the designated team that will use the facility, enabling them to conduct meetings, communicate with others and pursue their assigned role. Details on their locations can be found in [Appendix D: EOC Floor Plans](#).

In addition to the designated rooms, the teams will rely on primary and back-up capabilities to communicate, document and share information, and conduct briefings in pursuit of the University's policy objectives. These capabilities are based on the various systems and equipment available to the teams in the conduct of their Emergency Response roles.

This section identifies the locations and resources that will be used to support the activation, operations and internal communications of the Campus Emergency Response Teams.

Response Management Locations:

Policy Committee

The primary response location for the Policy Committee is the Conference Room in 500 Main Building. In the event that the Main Building is not available during an emergency, the meeting location is Room 230 of Hammes Mowbray Hall.

EOC Management Team:

The primary EOC location is Room 319 of Hammes-Mowbray Hall. In the event that Hammes-Mowbray Hall is not available during an emergency, the meeting rooms on the 1st level of the Hesburgh Center for International Studies will serve as the EOC.

Crisis Communications Centers

The Crisis Communications Team will be dispersed to several locations, as follows:

To EOC Communication Center (Room 207, Hammes-Mowbray Hall): Deputy PIO, Internal Communications, Partners Liaison, Media Monitor, Press Release Team, Writer, Social Media, Web Team, Photographers/Videographers.

To EMC (DeBartolo Performing Arts Center): Spokesperson, Spokesperson Assistant, Phone Operators, EMC Site Lead, Media Runners, OIT Representative.

Human Life Operations Center:

The primary Human Life Operations Center (HLOC) location is Room 306 of Hammes-Mowbray Hall.

Planning & Logistics Operations Center

The primary response location for the Planning and Logistics Function Support Team is the Seminar Room in the Maintenance Operations Center. The secondary location for the Planning & Logistics Team is the conference room in the Mason Services Center.

Command Posts:

Notre Dame Security Police, the Notre Dame Fire Department, and Risk Management & Safety will respond to physical emergencies on campus. During such responses, Command Posts will be established and staffed by appropriate personnel. Such Command Posts will provide a standardized process for site incident command of emergency operations in the field. Command Posts will also provide: a contact point for teams and arriving resources; communications with the Liaison Officer and EOC; a process for requesting resources from other responding agencies; and assistance in providing necessary emergency services (i.e., medical, care & shelter). In major campus emergencies, the on-scene commander maintains communication with the EOC and EOC Leader via the Liaison Officer.

There is a designated and equipped Command Post on level 4 of the University Football Stadium that is staffed prior to and during football games and other significant events. This location will act as the primary Command Post location in the event of an emergency at the stadium. The Command Post staffing, equipment and floor plan are described in Stadium Emergency Response Plan.

There is also an equipped Mobile Command Post vehicle that will be used to support the on-scene command in the event of an emergency where that mobile equipment could be useful. The use of the Mobile Command Post is to be coordinated by NDSP and ND Fire Department.

Systems and Equipment:

NDAlert

The University has implemented *ND Alert*, a comprehensive emergency notification system, to communicate with campus constituents during a major emergency. Only the EOC Leader and Public Information Officer can authorize the use of such tools as well as the messages to be distributed. Depending on the scope of the incident, the EOC may use one or any combination of the following *NDAlert* tools. While the scope of this plan includes physical and non-physical emergencies, the mass notification system and Comcast tools outlined below will be used only during emergencies threatening the life and safety of students, faculty, staff and other constituencies on campus at the time of an incident.

- Mass notification system: Through this service, campus leaders can send simultaneous alerts to individuals in a matter of minutes through landline phones, cellular phones, text messaging and e-mail. To fully participate in this system, students, faculty and staff need to provide the University with key contact information such as cell phone number and an e-mail address in addition to their Notre Dame e-mail. Students can provide emergency contact information during the semester enrollment process, and employees can update information via the “My Resources” tab in insideND. The Public Information Officer and NDSP Dispatchers

are trained to distribute messages via the mass notification system, and the system will be used in events where life and limb of Notre Dame constituents are at risk. While all messages must be approved by the Public Information Officer, messages may be automatically distributed by the NDSP Dispatcher in certain campus emergencies. Specifically, in the event that the St. Joseph County tornado siren is activated, the NDSP on-duty supervisor would authorize that an *NDAlert* message be distributed to the campus community. In other incidents that provide immediate danger to campus (e.g., active shooter, NDSP in pursuit of the suspect of a violent crime, HAZMAT situation), the NDSP on-duty officer would approve an *NDAlert* message.

In any event where the NDSP Dispatcher distributes a mass notification message, the dispatcher must immediately contact the Public Information Officer and provide information of the situation.

Satellite Telephones

The EOC has been equipped with a satellite phone, which can be provided to the EOC Leader and individuals serving the Policy Committee should they be needed as primary or supplemental communications tools.

SharePoint

The Campus Emergency Response Teams rely on SharePoint as the platform to document and share information between teams in different locations. This program has been tailored for use in its role for the University.

The Scribe in each of the teams is to access and use the SharePoint system. The system is designed for the Scribes to be the primary contact for putting information into the site. Policy Committee members, EOC Management Team members and Function Support Team members are expected to be the primary users of the information in the SharePoint system.

Radios

In addition, the emergency first responders in NDSP, ND Fire, as well as Facilities and Utilities personnel have access to radios that will be used during emergency response operations. Additional radios may be available at the department level to supplement other methods of communications. **WARNING:** Radios transmit information over the open airways. Media professionals and others have scanners and are able to listen in on conversations on the radio. For Campus Emergency Response Teams that choose to use radios in any manner, ensure they are not used in a way that provides details to outside parties listening in.

All radios intended for use in emergency operations will be registered with NDSP.

Comcast Cable Override

The Crisis Communications Team has the capability to override the Comcast Cable network to deliver messages via campus televisions with details of the incident and the appropriate emergency response.

Digital signage

The Crisis Communications Team has the capability to use digital signage throughout the campus to deliver messages with details of the incident and the appropriate emergency response.

Public Address over Internet Protocol (IPPA)

The Public Address system throughout the University campus can be used to deliver messages with details of the incident and the appropriate emergency response.

emergency.nd.edu:

The University's emergency web site will serve as the primary source of information and instruction during times of campus emergencies. In times of no emergency, a statement will remain on the site indicating that the University is operating under normal business conditions.

1-866-668-6631:

In the event of an emergency, a message will be recorded on the University's emergency toll-free number. This message will provide information and instruction as to the University's emergency status and response.

V. PREPAREDNESS

The President's intention is for the University to be prepared to respond to whatever emergencies might occur. This Plan has been compiled to define and document the key components of the emergency program so that team members can be identified and trained, so that emergency response doctrine can be clearly defined, and so that when an emergency occurs the key framework for proactively addressing the emergency and its impacts is ready to be activated.

Preparedness Roles and Responsibilities

Associate VP for Campus Safety: In order to ensure the critical elements of the program continue to mature and also grow in coordination with each other, the Emergency program is led by the Associate VP for Campus Safety. The position allows a single leader with visibility of the Emergency and Business Continuity programs, as well as authority over the University first responder community to focus on the strategic direction of these programs. The person in this role will also act as the Chair of the Emergency Management Task Force.

Director of Emergency Management: The Director of Emergency Management provides continuity and day-to-day Emergency program direction and support. The position allows a single leader with visibility of the Emergency and Business Continuity programs to focus on coordination of effort and continuing program leadership. The person in this role will provide information and work with Emergency Management Task Force members on function-related and cross-functional initiatives.

Emergency Management Task Force: The Emergency Management Task Force engages senior managers from across the University with various stakes in the program to be involved in setting annual objectives, providing a sounding board to the emergency program leaders and broad experience to specific efforts in reviewing After Action Reports from exercises and emergencies. Task Force members are able to provide leadership within their functions and generate energy to coordinate across functions as the program continues to build on the successful efforts over the last several years and continue to advance.

The Emergency Management Task Force is to meet periodically for briefings and meetings and when needed to address emergency program needs.

Function Team Leaders: The Emergency Management Task Force will have membership from the people that also fill roles as Function Team Leaders and those with a desire to continue to improve individual team processes, preparedness and performance. This set of people, from across the University, will be involved in reviewing and editing the processes and procedures, training team members and working with other Function Teams in workshops and exercises to identify and address cross team challenges. These Function Team Leaders are able to provide leadership within their functions and generate energy to coordinate across functions as the program continues to build on the successful efforts over the last several years and continue to advance.

Plan Review and Maintenance

The Task Force will review the Plan annually and make any necessary revisions. In addition, the Task Force will assess the effectiveness of the Plan after each training exercise or actual emergency.

Any identified deficiencies or enhancements will be documented and updates made to the Plan through the Corrective Action Process described below.

Certain elements of the Plan however, such as Emergency Operations Center (EOC) rosters and emergency contact lists, will require more frequent updating. The Director of Emergency Management will review this information quarterly and update as necessary.

Plan Distribution

Revised copies of the plan in hard copy and in electronic format will be distributed to individuals and departments reflected in the following distribution matrix:

Plan Recipient	Location	# of Copies
President’s Office	400 Main	1
Primary EOC	3rd floor Hammes Mowbray	15
Office of the Provost	300 Main	4
President’s Leadership Council (non-EOC Members)	Respective offices	4
Office of Campus Safety	511 Main Building	5, inc. master
EOC Management Team	Respective offices	65
NDSP	Hammes-Mowbray Hall	5
ND Fire Department	Fire Station	1
Risk Management & Safety	636 Grace Hall	3
Athletics Department	Joyce Center	5
Office of Information Technology	ITC	2
School of Architecture	110 Bond Hall	2
College of Arts & Letters	100 O’Shaughnessy Hall	2
Mendoza College of Business	204 Mendoza	2
College of Engineering	257 Fitzpatrick hall	2
First Year of Studies	219 Coleman-Morse Center	2
Graduate School	409 Main Building	2
Law School	2100 Eck Hall of Law	2
College of Science	168 Hurley	2
Flight Operations	Bronson Hall	1

Training

The Plan itself will not result in an effective response effort. It also does not ensure that individuals assigned to various positions will fully understand the necessary tasks and responsibilities. Therefore, repeated and continuous training is essential to an understanding and the success of the Plan.

The AVP for Campus Safety and the Director of Emergency Management will coordinate training at least annually. All individuals assigned to fulfill Campus Emergency Response Team positions will receive training in ICS, the role of the Plan, functioning of the EOC and supporting teams, and their primary responsibilities. They will also receive an overview of the other emergency program roles. A variety of exercises and drills may be used to facilitate training, including the following:

Team-based workshops: Training workshops can be used to assist Function Support Teams advance their planning or familiarity with their plans, roles and responsibilities. Materials are available that can be tailored for the various support teams or for the EOC Management Team to use in refreshing the participants or orienting new team members.

Computer-based workshops: Several computer-based classes and workshops are available to members of the EOC Management Team and other teams described in this Plan.

Drills and Exercises

The AVP for Campus Safety will coordinate training exercises at least annually. A variety of exercises and drills may be used to facilitate training, including the following:

Tabletop exercises: Participants review and discuss how the plan would be activated and response efforts implemented. This type of exercise can be conducted with portions or all of the EOC Management Team, Function Support Teams or multiple teams present and should be facilitated by an external party.

Simulated exercise / drills: Facilitators create an environment similar to that which may exist in a major campus emergency. Participants assume their Campus Emergency Response Team positions and imitate their roles and responsibilities. Several scenarios of various levels and complexities may unfold over the duration of the exercise. Full-scale exercises provide the opportunity to refine the Plan and improve the functionality of response teams.

Equipment Testing: The person responsible in the organization for the response equipment is to test that equipment periodically as determined and documented. This may be quarterly, semi-annually or annually, depending on the equipment, maintenance schedule and support. Equipment will include satellite telephones, NDAAlert and any broadcast systems expected to be used to communicate during an emergency.

Corrective Action Process

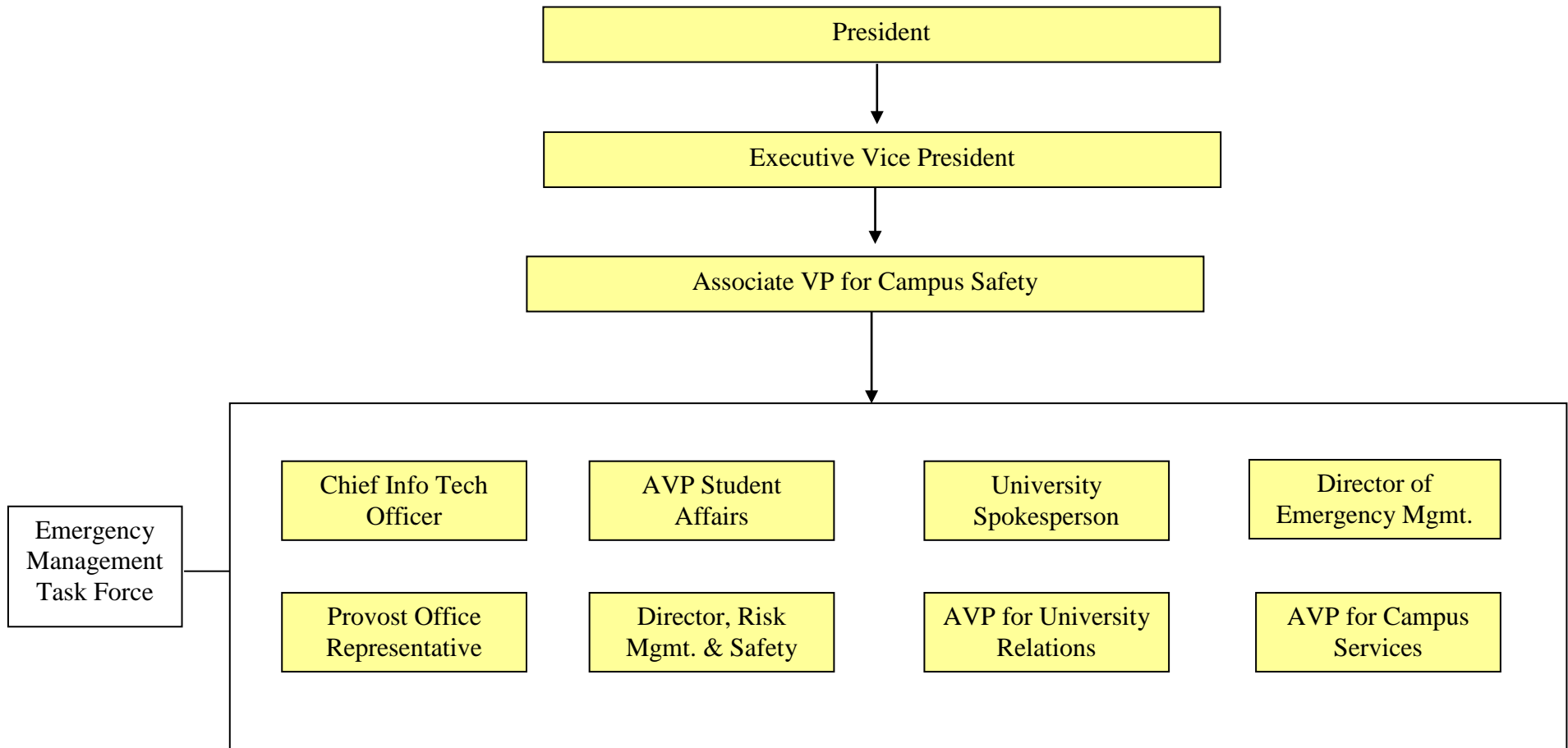
Over the course of time, elements of this Plan will be tested by experience of the University through exercises and through experience with emergencies and near-misses. There is also the opportunity to learn from other institutions' experiences. The formal effort to identify issues with existing plans and

procedures, deliberate on changes to the Plan to provide a more complete or more correct approach will be the Corrective Action Process.

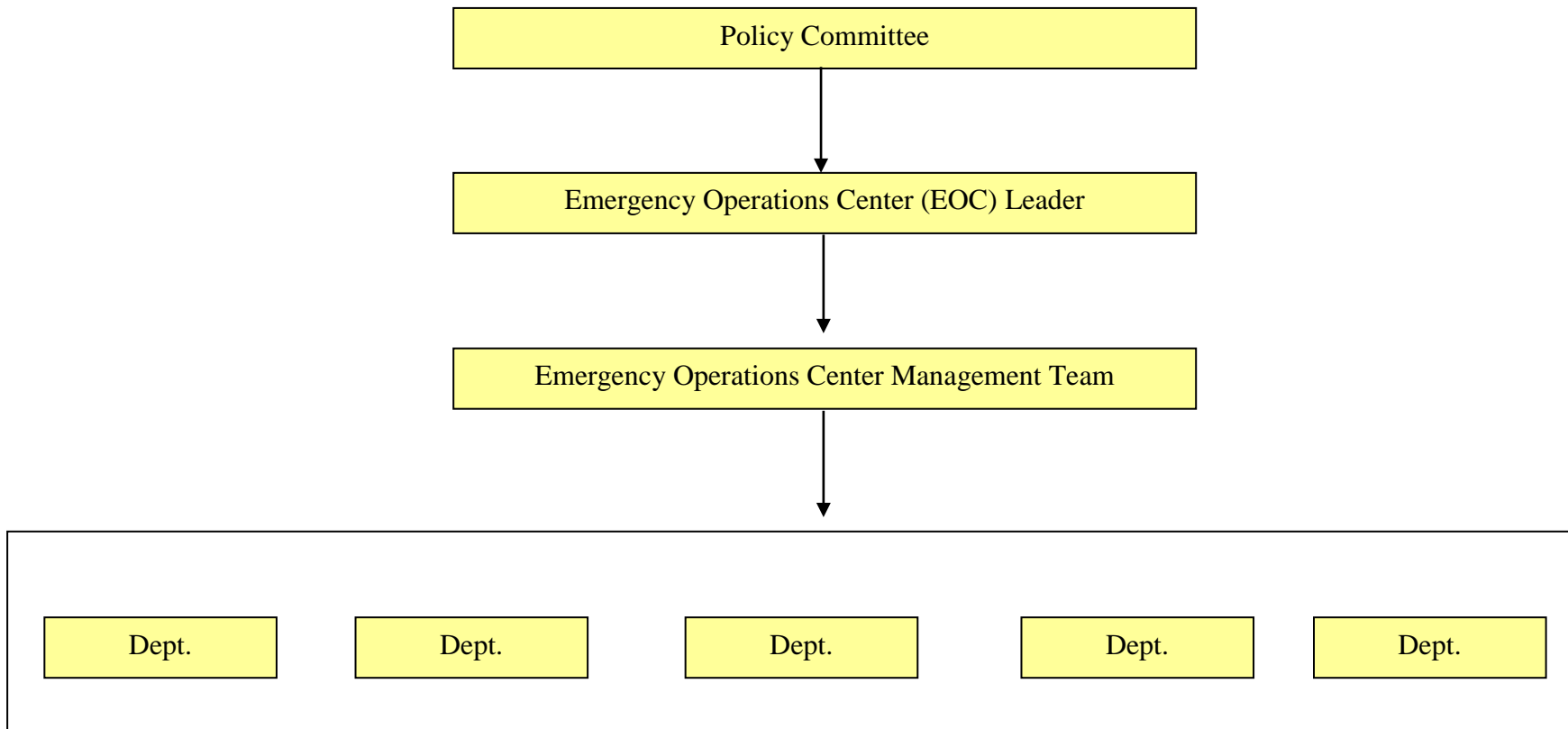
The process will begin with a review of the process or concept in an After Action Report (AAR). This document will detail the point of weakness in the Plan as illuminated by an exercise, actual event at the University or another institution. This document may be in the form of a brief Memo to the AVP for Campus via the Director of Emergency Management or a more formal document as are developed after a major exercise or emergency activation.

In either case, the submitter of the recommendation will be able to present the case to the members of the Emergency Management Task Force and discuss various methods of addressing the weakness in the Plan. If approved, the appropriate Plans will be modified and actions needed to implement the change and train team members will be taken. The formal change in the document will be included in the annual update to the Emergency Plans.

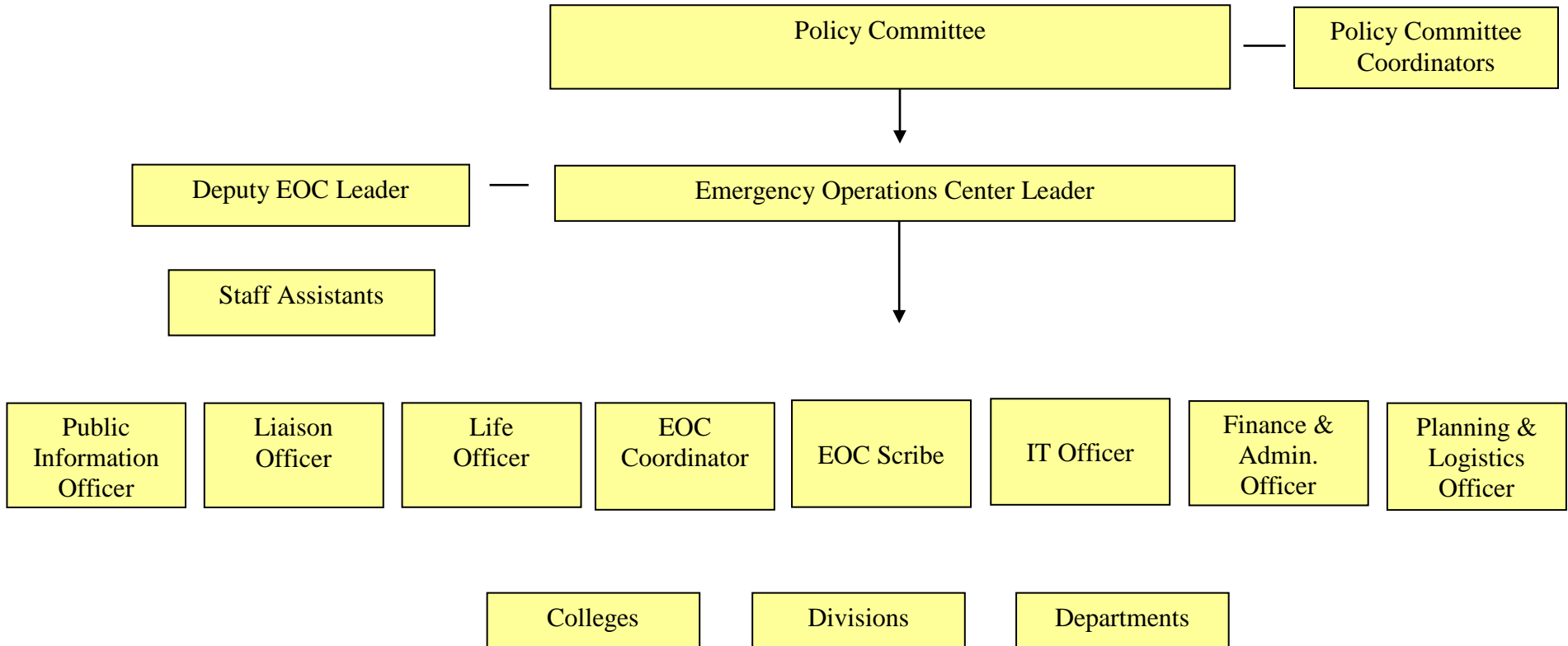
Appendix A: EMERGENCY PLAN OVERSIGHT



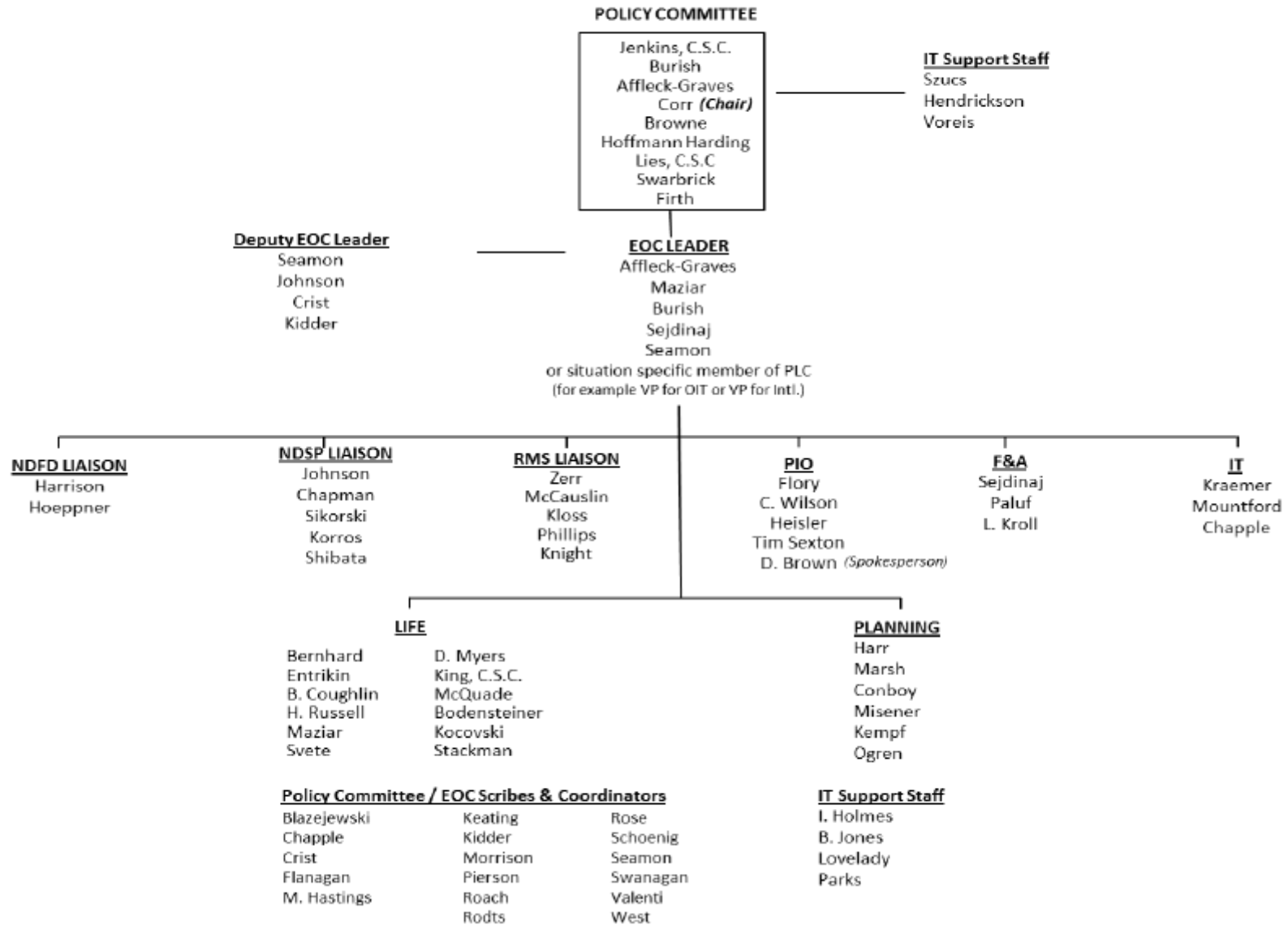
Appendix B.1: EOC ORGANIZATION



Appendix B.2: DETAILED EOC ORGANIZATION



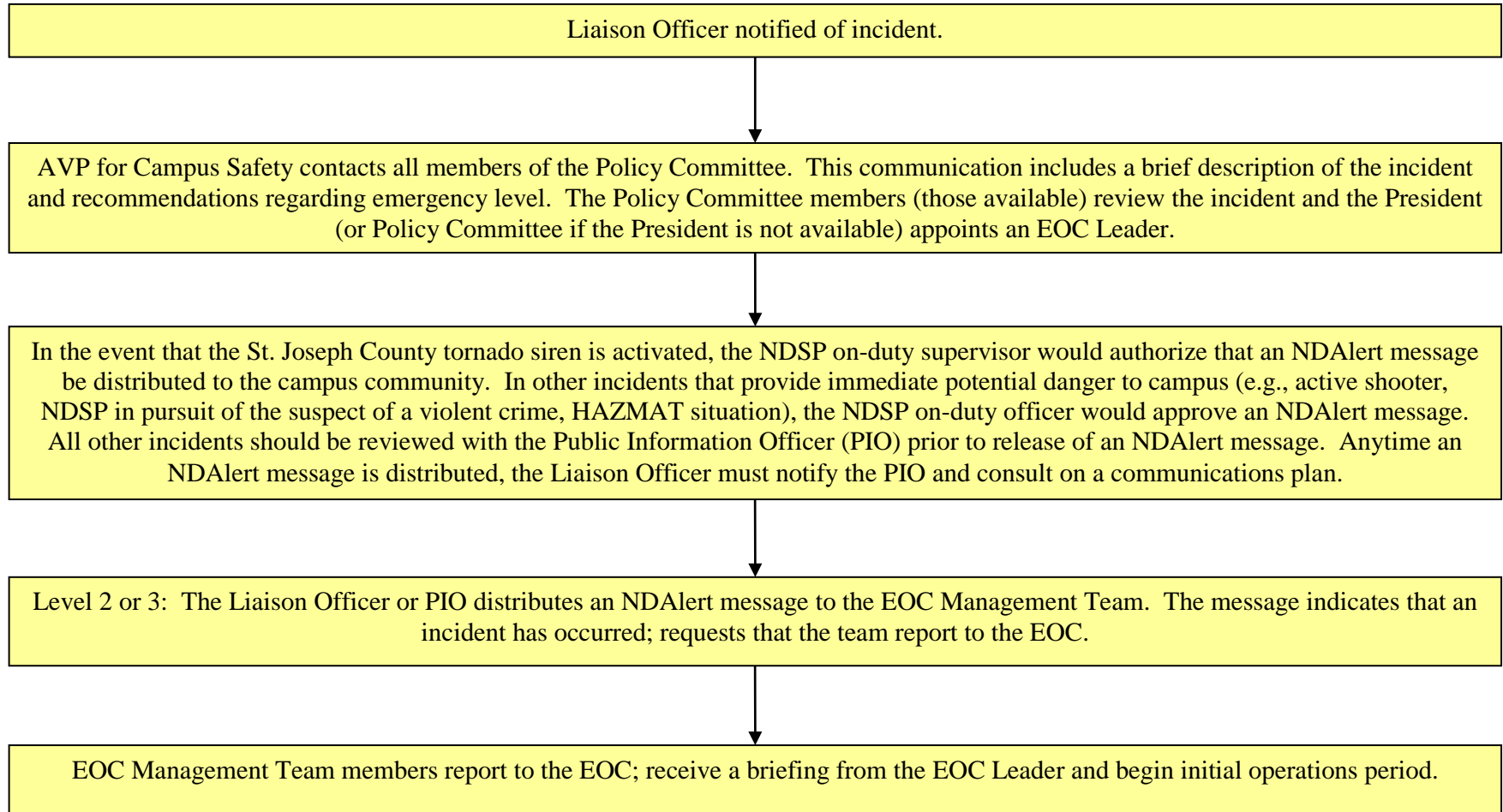
Emergency Response Staffing



Functional Team Staffing

	<u>Human Life</u>		<u>Plan/Log</u>		<u>Communication</u>
Team Leader (assigned to EOC) / Deputy Team Leader (in Team Ops Center)	Bernhard Bodensteiner B. Coughlin Entrikin King, C.S.C Kocovski Maziar McQuade Myers Rakoczy Russell Svete Stackman		Conboy Harr Kempf Marsh Misener Ogren		D. Brown Flory Heisler Sexton C. Wilson
Team Members (Duty in Team Operation Center)	K. Collins Costas Freeman Harrity Hawkins Heberle Hurley Leichty McKenney Rosencrantz Simpson Steibe-Pasalich Wake Willterton	Beirne Danch Esenwein Hatfield M. Jones R. Kelly Little P. McCauslin D. Miller Ponsler Schreiber Tiller	J. Brown DeCola Grocock Hummel Kachmarik Knight MacKenzie McClellan D. Murray Sadler D. Skendzel	Bladow Brookshire Caponigro B. Collins Garvey Harter Hernandez R. Hughes Klimek Lister Morrow Nagy K. Rose Schaal Stowe Tatay-Myers R. White	C. Bradley Bytner Chapla Ettl Grisoli A. Hastings Hipshear N. Johnson Laiber Marentette Mountsier O'Shaughnessy Runyon Scheidler D. Sullivan K. Temple Wiens
	<u>Hospital Liaisons</u> Addis, Akatu, Borg, W. Knight, Maurer, Murphy, Palmer, Picking, F. Stone, Wildey, Yates				

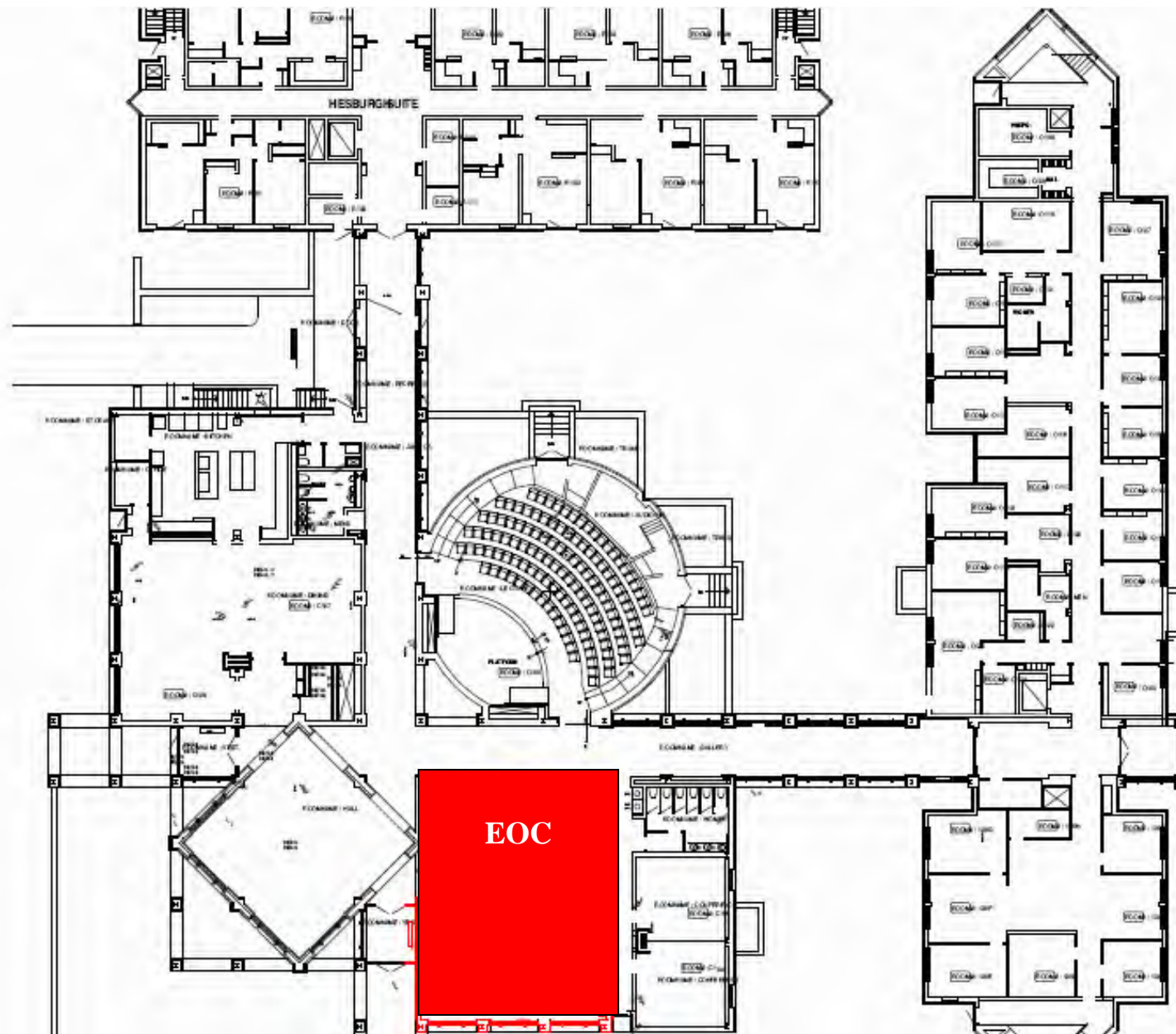
Appendix C: EMERGENCY RESPONSE ACTIVATION



Appendix D: EOC Floor Plans

Hammes Mowbray, 3rd Floor





Appendix E: EOC Equipment Checklist

The following equipment is stored in the EOC:

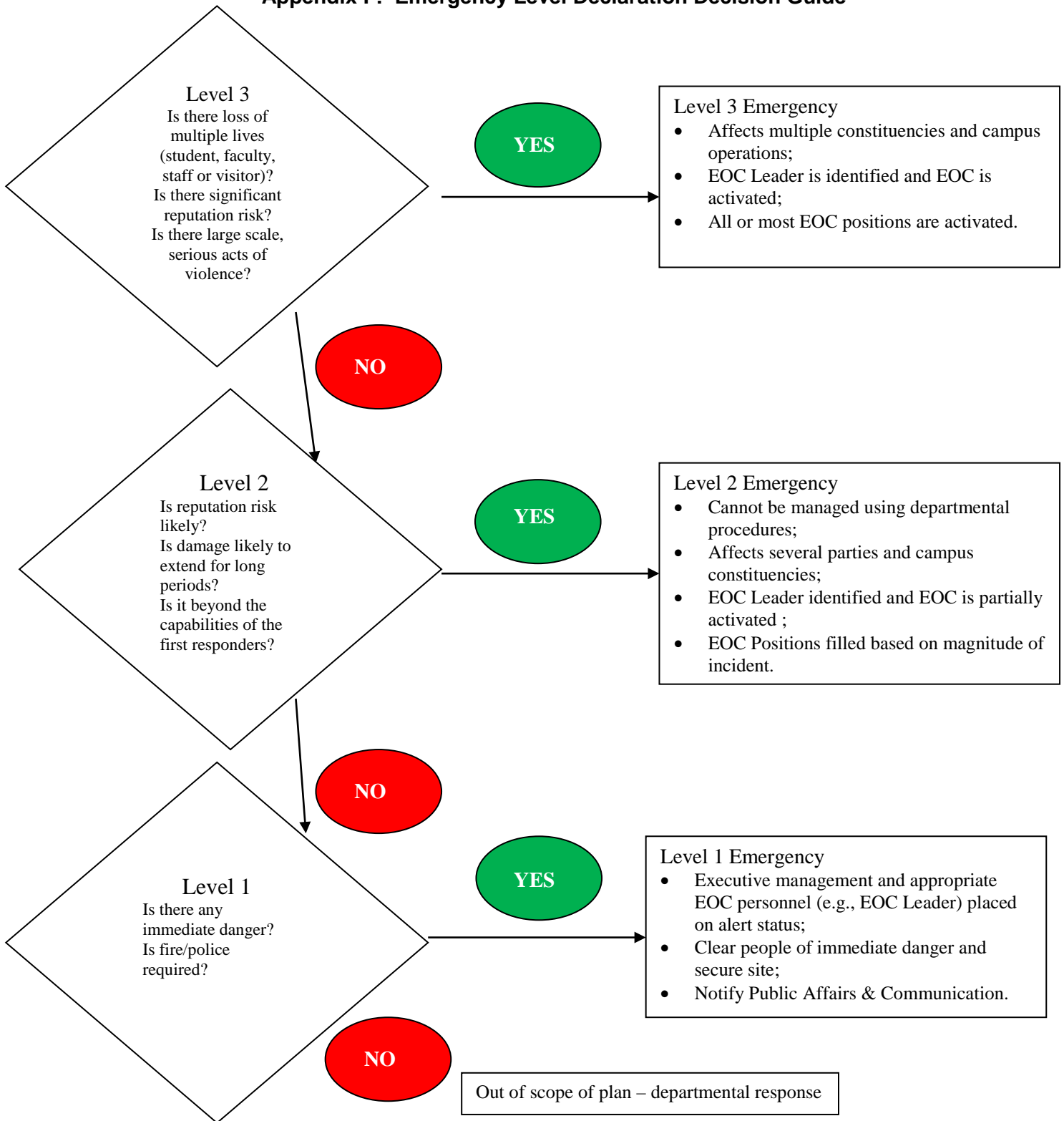
- Fifteen (15) copies of the University's Campus Emergency Preparedness & Response Plan
- Mutual Aid Agreements
- Loose copies of the various EOC forms
- EOC Conference Table Seating Chart
- Satellite telephone
- Utilities Long Term Operations Plan
- University of Notre Dame Telephone Directory
- St. Joseph County Telephone Directory
- Media Directory
- University Map
- University Utility Map
- Multi-media projector
- Wireless internet connections
- Whiteboard
- Televisions
- DVD Player
- AM/FM Radio
- VCR
- Supplies (pens, notepads, etc.)
- Two-way radios
- Laptop computer
- Digital Camera
- Bottled Water
- First Aid Kit
- Printer

The following items should be maintained in close proximity to the EOC:

- Laser printer
- Paper shredder
- Fax/Copier machine
- Color printer
- Kitchenette (including sink, plates, cutlery, microwave, refrigerator)
- Backup generator (Utilities maintains a 100kw portable generator that can be utilized by either EOC location)

Note: All EOC equipment should be tested and verified quarterly by NDSP. The Director of NDSP should provide a report to the Emergency Management Task Force as to the status of all EOC equipment.

Appendix F: Emergency Level Declaration Decision Guide



Appendix G: EOC Phone List

Policy Committee

Name/Title/Role	Work Phone			
Rev. John I. Jenkins, C.S.C., President	574-631-3903			
Tom Burish, Provost	574-631-6631			
John Affleck-Graves, Executive Vice President	574-631-4700			
Paul Browne Vice President for Public Affairs & Communications	574-631-6798			
Marianne Corr, Vice President and General Counsel (<i>Chair</i>)	574-631-5170			
Erin Hoffmann Harding Vice President for Student Affairs	574-631-7394			
Rev. Bill Lies, C.S.C., VP for Mission Engagement & Church Affairs	574-631-1212			
Jack Swarbrick, VP and Director of Athletics	574-631-7546			
Ann Firth, Chief of Staff	574-631-9164			

Other EOC Positions

Name/Title	Work Phone			
EOC Leader (to be selected by President or Policy Committee)				
John Affleck-Graves, Executive Vice President	574-631-4700			
John Sejdinaj, Vice President for Finance	574-631-4130			
Chris Maziar, VP & Sr. Associate Provost	574-631-2749			
Bob McQuade, Vice President for Human Resources	574-631-6161			
Erin Hoffman Harding, Vice President for Student Affairs	574-631-7394			
Situation specific appointee (Seamon, Entrikin, Kraemer, etc.)				
Deputy EOC Leader				
Mike Seamon, Associate Vice President for Campus Safety	574-631-9007			
Randy Crist, Business Continuity Manager & Safety Specialist	574-631-6025			
Micki Kidder, Associate Vice President for Development	574-631-6526			
Phil Johnson, Chief of Security Police/Director of EM	574-631-8338			
Liaison Officer (scenario dependent)				
Phil Johnson, Chief of Security Police/Director of EM	574-631-8338			
Dave Chapman, Deputy Chief of Security Police	574-631-8338			

Name/Title	Work Phone			
Jeff Korros, Major, Security Police	575-631-5555			
Irv Sikorski, Major, Security Police	574-631-5555			
Keri Kei Shibata Major, Security Police	574-631-5559			
Bob M. Zerr, Director of Risk Management & Safety	574-631-5037			
Mike McCauslin, Associate Director of Risk Management & Safety	574-631-5037			
Lisa Phillips, Chemical Safety Specialist	574-631-5037			
Eric Kloss, Associate Director of Research Safety (RMS)	574-631-5037			
Scott Knight, Asst. Director, RMS	574-631-5037			
Bruce Harrison, Fire Chief	574-631-6200			
Tim Hoepner, Assistant Fire Chief	574-631-6200			
Public Information Officer				
Julie Flory, Director Public Relations	574-631-7031			
John Heisler, Senior Associate Athletic Director for Media Relations	574-631-7516			
Catherine Wilson, Officer Assistant, Internationalization	574-631-1151			
Dennis Brown, Assistant Vice President Public Affairs (<i>Spokesperson</i>)	574-631-8696			
Tim Sexton, Associate Vice President, Local & State Public Affairs	574-631-1785			

Name/Title	Work Phone			
Life Officer				
Bob Bernhard, Vice President for Research	574-631-3902			
Nick Entrikin, Vice President & Associate Provost for Internationalization	574-631-1151			
Chris Maziar Vice President and Senior Associate Provost	574-631-2749			
Dan Myers, Vice President & Associate Provost	574-631-9488			
Bob McQuade Associate Vice President for Human Resources	574-631-6161			
Brian Coughlin, Associate Vice President for Student Affairs	574-631-9314			
Heather Rakoczy-Russell, Associate Vice President for Residential Life	574-631-7478			
Jill Bodensteiner, Associate Athletics Director, Compliance & Legal Affairs	574-631-6721			
Rev. Jim King, C.S.C., Religious Superior of Holy Cross Priests & Brothers at Notre Dame / Director of Campus Ministry	574-631-9361			
Lee Svete, Associate Vice President for Career and Professional Development	574-631-4055			
Bill Stackman, Associate Vice President for Student Services	574-631-7819			
Mark Kocovski, Senior HR Consultant	574-631-0443			

Name/Title	Work Phone			
Coordinators & Scribes				
Matthew Blazejewski, Advisor to the Executive Vice President	574-631-7507			
Mike Chapple, Senior Director Enterprise Support Services	574-631-5863			
Randy Crist, Business Continuity Manager & Safety Specialist	574-631-6025			
Tim Flanagan, Associate General Counsel	574-631-6411			
Mike Hastings, Senior Financial Analyst	574-631-3050			
Micki Kidder, Associate Vice President for Development	574-631-6526			
Adam Pierson, Senior Program Director, Continuous Improvement	574-631-7159			
Bridget Keating President's Office	574-631-9339			
Micki Kidder, Associate Vice President for Development	574-631-6526			
Brandon E. Roach, Assistant General Counsel	574-631-9261			
George West Game Day Coordinator	574-631-1304			
Sarah Rodts Asst. Director, Game Day	574-631-2485			
Katie Rose, Information Technology	574-631-3130			
Mike Seamon, Associate Vice President for Campus Safety	574-631-9007			
Demetra Schoenig, President's Office	574-631-7633			

Name/Title	Work Phone			
Andrea Swanagan, Strategic Planning	574-631-2490			
Kathryn Valenti, Strategic Planning	574-631-0392			
Planning & Logistics Officer				
Dave Harr, Associate Vice President Auxiliary Operations	574-631-3355			
Doug Marsh, Associate Vice President Facilities Design & Operations	574-631-4200			
Sarah Misener, Associate Vice President for Campus Services	574-631-2716			
Missy Conboy, Sr. Deputy Athletics Director	574-631-5143			
Paul Kempf, Director Utilities	574-631-0142			
Marty Ogren, Associate Director, Warehouse, Delivery & Transportation	574-631-6467			
Finance & Administrative Officer				
John Sejdinaj, Vice President for Finance	574-631-4130			
Andrew Paluf, Associate Vice President & Controller	574-631-6401			
Linda Kroll, Associate Vice President for Budgeting & Planning	574-631-9135			
IT Officer				
Ron Kraemer, Vice President & Chief Information Officer	574-631-9700			
Mike Chapple, Senior Director Enterprise Support Services	574-631-5863			

Name/Title	Work Phone			
Bill Mountford, Financial Analyst-Enterprise Infrastructure Services	574-631-8490			
Policy Committee IT Support				
Sharon Szucs	574-631-3794			
Jared Hendrickson	574-631-9220			
Adam Vorheis	574-631-3753			
EOC IT Support				
Isaac Holmes	574-631-3254			
Brad Jones	574-631-3581			
Ryan Lovelady	574-631-8329			
Dennis Parks	574-631-8627			

President's Leadership Council				
Office				
Rev. John I. Jenkins, C.S.C, President	631-3903			
Tom Burish, Provost	631-6631			
John Affleck-Graves, Executive Vice President	631-4700			
David Bailey, Assoc. VP for Strategic Planning	631-2487			
Bob Bernhard, VP for Research	631-3902			
Paul Browne, VP Public Affairs & Communication	631-6798			
Laura Carlson, VP & Associate Provost	631-8052			
Marianne Corr, VP & General Counsel	631-5170			
Nick Entrikin, VP & Assoc. Provost for Internationalization	631-1151			
Ann Firth, Chief of Staff	631-9164			
Erin Hoffmann-Harding, VP for Student Affairs	631-7394			
Rev. James King, C.S.C, Religious Superior of Holy Cross Priests & Brothers at Notre Dame	631-9361			

Ron Kraemer, VP & Chief Information Officer	631-9700			
Rev. William Lies, C.S.C., VP for Mission Engagement & Church Affairs	631-1212			
Scott Malpass, VP & Chief Investment Officer	631-8877			
Chris Maziar, VP & Sr. Associate Provost	631-2749			
Bob McQuade, VP for Human Resources	631-6161			
Dan Myers, VP & Associate Provost	631-9488			
Lou Nanni, VP for University Relations	631-6122			
Hugh Page VP & Associate Provost	631-5716			
John Sejdinaj, VP for Finance	631-4130			
Jack Swarbrick, VP & Director of Athletics	631-7546			

Deans				
Office				
Greg Crawford, Science	631-6456			
Roger Huang, Business	631-1691			
Peter Kilpatrick, Engineering	631-5534			
Michael Lykoudis, Architecture	631-4699			
John McGreevy, Arts & Letters	631-6642			
Nell Newton, Law	631-6789			
Hugh R. Page, First Year of Studies	631-7242			
Laura Carlson, The Graduate School	631-8052			
Diane Parr Walker, Hesburgh Libraries	631-7790			

State & Local Emergency Numbers

POLICE	
Emergencies (ND Security/Police)	911
Non-Emergencies (ND Security/Police).....	574-631-5555
South Bend Police Department	574-235-9311
South Bend Bomb Squad (ND Security/Police).....	574-631-5555
Indiana State Police	800-622-4962
FIRE	
ND Fire Department	911
South Bend Fire Department	574-235-9383
South Bend HAZMAT Team (Dispatch)	574-235-9383
OUTSIDE EMERGENCY RESPONSE CONTRACTORS	
Sun Pro (24 hour)	800-488-0910
.....	574-262-3556
Tech Serv (24 hour)	574-259-4022
POISON CONTROL CENTER	
	800-222-1222
RESCUE/MEDICAL EMERGENCY	
Ambulance (ND Security/Police)	911
American Red Cross	574-234-0191
	(After hours) 574-298-2284
Doug Farmwald (Emergency Services Coordinator).....	
St. Joseph County Health Department	574-235-9750
HOSPITALS	
Memorial Hospital of South Bend.....	574-647-1000
Emergency Department Charge Nurse.....	574-647-3583
St. Joseph Regional Medical Center.....	574-335-5000
Emergency Department Charge Nurse.....	574-335-7158
ST. JOSEPH COUNTY EMERGENCY MANAGEMENT AGENCY	
Office.....	574-235-9234
Rick Tripp (Director).....	
ENVIRONMENTAL EMERGENCIES AND SPILLS	
EPA Oil Spill (reporting): National Response Center (US Coast Guard / 24 hour).....	800-424-8802

IDEM Department of Environmental Management, Office of Environmental Response (for IDEM reportable spills).....	888-233-7745
IDEM Northern Regional Office (South Bend).....	800-753-5519
State Emergency Management Agency	800-669-7362
Or.....	317-232-3986
St. Joseph County Emergency Management Agency	574-235-9234
CHEMTREC	800-424-9300

Key Personnel / Departments

NDSP	Office	
<i>Administrative</i>		
General Non-Emergency	631-5555	
General Administrative	631-8338	
General Fax	631-6779	
Phil Johnson, Chief	631-8338	
Dave Chapman, Deputy Chief	631-8338	
Jeff Korros, Assistant Chief for Police Services	631-8338	
Keri Kei Shibata, Assistant Chief for Safety Services	631-8338	
Leanne Knapp, Administrative Assistant	631-8338	
<i>Parking Services</i>		
Parking Office	631-5053	
Les Niedbalski, Manager	631-5053	
Traffic/Parking Hotline	631-8000	
<i>Patrol (Police Services)</i>		
Greg Pavnica, Shift Supervisor (Day)	631-5555	
Andre Bridges, Shift Supervisor (Day)	631-5555	
Steve Stebbins, Shift Supervisor (Night)	631-5555	
Jeff Walters, Shift Supervisor (Night)	631-5555	
<i>Investigations</i>		
Dave Dosmann, Captain	631-8311	
Rick Miller, Detective Lieutenant	631-8310	
Kelly Todd, Detective Sergeant	631-4924	
Derrick Chambliss, Detective Sergeant	631-1082	
Tracey Hahn, Administrative Assistant	631-8340	
<i>Technical Services</i>		
Irv Sikorski, Major	631-8338	
Dave Gatchell, Technical Security	631-5010	
<i>Communications Center/Dispatch</i>		
Char Monges, Manager	631-5555	
<i>The Snite Museum of Art & Guest Services</i>		
Dan Kavanaugh, Captain	631-5466	
<i>Special Events & Dignitary Protection (Police Services)</i>		
George Heeter, Captain	631-8343	
<i>SafeWalk</i>	<i>631-5555</i>	

Infrastructure			
<i>Utilities (Electricity, Heating, Cooling, Controls)</i>			
Power Plant Office (answered 24 hrs./day)	574-631-6594		
Paul Kempf, Director Utilities	631-0142		
Mark Hummel, Ass't Director Utilities	631-4452		
Tim Golichowski, Chief Electrical Engineer	631-9380		
Justin Kurtich, Electrical Engineer			
David Brewton, Supervisor Distribution			
Rich Warner, Supervisor Bldg. Controls	631-8398		
<i>Locksmith Services</i>			
Andy Tripp, Manager Locksmith	631-4202		
Rick Milliken, Locksmith			
Dave Bierwagen, Locksmith			
Scott Zimmerman, Locksmith			
<i>Carpenters (Broken Windows, Door Repairs)</i>			
All Carpentry Emergencies: Call ND Security Department	631-5555		
<i>Plumbers</i>			
All Plumbing, Air Conditioning & Refrigeration emergencies: Call ND Security Department	631-5555		
<i>Maintenance & Projects</i>			
Deb Murray, Contracts & Materials Mgr	631-7224		
Bill Brovold, Maintenance Supervisor, Zone 5	631-4758		
Ralph Dowd, Maintenance Supervisor, Zone 2	631-8841		
Mark Egierski, Maintenance Supervisor, Zone 3	631-7225		
John Kuczanski, Maint. Supervisor, Zone 4	631-8279		
Doug Miller, Maintenance Supervisor, Zone 1	631-7669		
Phil Shaffer, Maintenance Supervisor, Zone 6	631-5056		
<i>Warehouse, Delivery & Transportation Services</i>			
Marty Ogren, Assoc. Director Warehouse, Delivery & Transportation	631-6467		
Dennis Ryan, Manager, Transportation			
Patti Sikorski, Manager, Mail Services	631-6274		
Pat O'Hara, Sr. Mgr Warehouse & Delivery	631-6383		

Infrastructure			
Ian Hogan, Mgr Recycling & Solid Waste	631-6383		
George Schramm, Manager General Services	631-8368		
Mike Pollex, Manager, Central Receiving	631-4219		
Jack Woolley, Program Mgr, Surplus Property			
University Pilots			
Charley Morrisson, Pilot	631-0442		
Al Troyer, Pilot	631-0442		
Finance & Administration			
Deanna Ponsler, Director	631-3916		
Mark Esenwein, Associate Director	631-7710		
Jessica Valazquez, Manager	631-4453		
Building Management Services			
Sheila Adkinson, Bldg. Manager, DeBartolo	631-8733		
Hue Hoang, Bldg. Support – DeBartolo	631-0175		
Lilia Leyva, Bldg. Manager, Coleman-Morse	631-7794		
David Byrne, Bldg. Support, Coleman-Morse	631-7794		
University Properties			
Joe Annoye, Land O’Lakes Prop. Mgr			
Lisa Caulfield, Dublin Facility Mgr			
Steve Whitnall, London Facility Mgr			
Building Systems			
Norb Brenner, “A” Technician – Zone 1			
Mark Sobieralski, “A” Technician-Zone 2			
Jim Merkle, “A” Technician-Zone 3			
Kevin Jones, “A” Technician-Zone 4			
Marlon Yoder, “A” Technician – Zone 5			
Julian Smreczak, “A” Technician – Zone 6			

Infrastructure				
<i>Building Services</i>				
Chris Hatfield, Director	631-4235			
Jeff Edgerly, Assistant Director	631-8082			
Phyllis Campbell, Assistant Director	631-3345			
<i>Custodial Supervisors</i>				
Dawn Bell	631-4234			
Elmer Blakemore III	631-5615			
Derald Gray				
Stacy Montague	631-4232			
Chris Fuchs				
Michael Kasalo	631-3447			
Andy Plonski	631-3445			
Mike Vignati	631-4233			
Michelle Woolverton				
Romie Roumenova	631-4237			
Diana Singleton				
Jennifer Wilber				
Clifford Thompson	631-3448			
<i>Landscape Services</i>				
Pat McCauslin, Superintendent	631-6699			
Tim Dyczko, Assistant Superintendent				
<i>**Phone number is non-published or unlisted.</i>				

Medical Resources		Office	
<i>Student Health Services</i>			
University Health Services (St. Liams Hall)	631-7497		
Bill Stackman, Interim Director	631-7103		
<i>Faculty/Staff Health Services</i>			
Wellness Center	634-9355		
<i>Counseling Services</i>			
University Counseling Center (St. Liams Hall)	631-7336		
Sue Steibe-Pasalich	631-7336		

Building Systems Group Zones

ZONE 1	
1100	BAND REHEARSAL HALL (R100)
1020	BOND HALL OF ARCHITECTURE
5600	CATALOG CENTER
5071	CENTER FOR CHILDREN & FAMILIES (KINWOOD)
1165	COLEMAN MORSE CENTER
1010	CROWLEY HALL
1094	DESIO FACULTY HALL
1165	EDWARD A. MALLOY HALL
1144	EDWARD J. DEBARTOLO HALL
1212	GEDDES HALL
1037	HAGGAR HALL
1142	HESBURGH CENTER FOR INTL STUDIES
1061	INFORMATION TECHNOLOGY CENTER
1001	KNIGHTS OF COLUMBUS CLUBHOUSE
1166	MARIE P. DEBARTOLO PERFORMING ARTS CTR
1092	O'SHAUGHNESSY HALL
1162	PARIS HOUSE
1102	PASQUERILLA CENTER
1045	REYNOLDS BUILDING
1021	RILEY HALL OF ART
1090	SMITE MUSEUM OF ART
1078	THEODORE M. HESBURGH LIBRARY
1010	WASHINGTON HALL
1225	WEST LAKE DESIGN STUDIO
1042	WEST LAKE HALL (OLD SECURITY BUILDING)

ZONE 4	
1025	ALUMNI HALL
1016	BADIN HALL
1040	BREEN PHILLIPS HALL
1017	CARRROLL HALL
1006	CAYANUGH HALL
1030	DILLON HALL
1211	DUNCAN HALL
1044	FARLEY HALL
1001	FISHER HALL
1023	HOWARD HALL
1055	KEENAN HALL
1175	KEOUGH HALL
1075	LEWIS HALL
1024	LYONS HALL
1096	MARION BURK KNOTT HALL
1154	MCCLENN HALL
1025	MORRISSEY HALL
1151	O'NEILL FAMILY HALL
1004	RANGBORN HALL
1001	PASQUERILLA EAST
1005	PASQUERILLA WEST
1214	RYAN HALL
1099	SEGFRIED HALL
1013	SORIN HALL
1011	ST. EDWARD'S HALL
1008	STANFORD HALL
1015	WALSH HALL
1105	WELSH FAMILY HALL
1038	ZAHM HALL

UTILITIES BUILDINGS	
6045	CAMPUS DISTRIBUTION GARAGE
1207	COOLING TOWER ELECTRIC ROOM
1220	GRACE HALL GENERATOR BUILDING
1105	NOTRE DAME CONTROL BUILDING
1158	POWER PLANT ACID SHED
1235	POWER PLANT AUXILIARY BUILDING
1245	POWER PLANT COAL HANDLING GARAGE
1201	POWER PLANT COAL HANDLING & STORAGE FACILITY
1200	POWER PLANT GENERATOR BUILDING
1198	POWER PLANT SERVICE BUILDING
1203	SUBSTATION BUILDING
1191	WATER TOWER
1105	WELL HOUSE #1
1106	WELL HOUSE #3
1107	WELL HOUSE #7
1104	WELL HOUSE #8
1234	WELL HOUSE #9

ZONE 2	
1009	ADMINISTRATION BUILDING
1216	ALUMNI STADIUM
1218	ARLITTA LACROSSE STADIUM
1003	BASILICA OF THE SACRED HEART
1130	BATTING BUILDING
1007	BOAT HOUSE
1007	BROWNSON HALL
1176	BURKE GOLF COURSE MAINTENANCE BLDG
1175	BURKE GOLF GARAGE
1177	BURKE GOLF TEE HOUSE
1167	CAMPUS DISTRIBUTION CENTER
1204	CAMPUS WELLNESS CENTER
1329	CARDIE SANDNER HALL (NEW AGE BUILDING)
1032	COLUMBA HALL
1221	COMPTON FAMILY CENTER (NEW HOCKEY ARENA)
1074	CORRY HALL
1034	CREEK HOUSE
1200	CSC STORAGE GARAGE
1242	ECK BASEBALL STORAGE SHED
1095	ECK TENNIS PAVILION
1089	EDMUND P. JOYCE CENTER / PURCELL PAVILION
1085	FLANNER HALL
1028	FOOTBALL STADIUM
1145	FRANK ECK BASEBALL STADIUM
1096	GRACE HALL
3011	GROTTO OF OUR LADY OF LOURDES
1006	GUGLIEMMO ATHLETICS COMPLEX
1022	HOLY CROSS ANNEX
1244	HOLY CROSS CEMETERY MAINTENANCE SHED
1050	HOLY CROSS HOUSE
1000	INSTITUTE FOR EDUCATIONAL INITIATIVES
1012	LAFORTUNE STUDENT CENTER
1091	LOFTUS ALL SPORTS CENTER
1010	LOG CHAPEL
1217	MELISSA COOK STADIUM
1243	MELISSA COOK STORAGE SHED
1240	MOREAU GARAGE
1056	MOREAU SEMINARY
1091	OLD COURSE
1170	OUR LADY OF FATIMA HOUSE AND SHRINE
1006	PRESBYTERY BUILDING
1181	PROVINCE ARCHIVES CENTER
1089	PURCELL PAVILION / EDMUND P. JOYCE CENTER
1209	RM ROLF'S FAMILY ALL SEASON GOLF FACILITY
1029	ROCKNE MEMORIAL BUILDING
1095	ROLF'S AQUATIC CENTER
1107	ROLF'S SPORTS RECREATION CENTER
1185	SACRED HEART PARISH CENTER
1035	ST. LAM HALL
1208	SHAMHEEN TEAM BUILDING (STORAGE FACILITY)
1052	STEPAN CENTER
1180	WARREN GOLF CLUB HOUSE
1182	WARREN GOLF MAINTENANCE
1181	WARREN GOLF TEE HOUSE

ZONE 5	
6107	ERNESTINE RAGLIN - O.C. CARMICHAEL HALL
3005	FIELD HOUSE MALL (CLARKE MEMORIAL FRYN)
1080	GALVIN LIFE SCIENCE CENTER
6158	HARRER HALL
1082	HAYES HEALTH CENTER
1032	HURLEY HALL
1220	INNOVATION PARK
1108	JORDAN SCIENCE LEARNING CENTER
1059	NIELAND HALL
1077	RADIATION RESEARCH LABORATORY
1045	REYNOLDS BUILDING ANNEX
1090	STEPAN CHEMISTRY

ZONE 3	
1027	BIOETHNIC LAW SCHOOL
1294	CEDAR GROVE CHAPEL
1299	CEDAR GROVE MISC BUILDINGS
1147	CIVIL ENGINEERING STORAGE BUILDING
1033	CUSHING HALL OF ENGINEERING
1210	ECK HALL OF LAW
1158	ECK NOTRE DAME VISITOR'S CENTER
1285	ENGINEERING NORTH
1038	FITZPATRICK HALL OF ENGINEERING
1123	FOOD SERVICE SUPPORT FACILITY
1158	HAMMES NOTRE DAME BOOKSTORE
1041	HESSERT LAB FOR AEROSPACE RESEARCH
1092	LEGENDS (SCHOLAR BAR)
1173	MAIN GATE
1075	MCKENNA HALL
1148	MENDOZA COLLEGE OF BUSINESS
1049	MORRIS INN
1057	NORTH DINING HALL
1026	SOUTH DINING HALL
1232	STAYER CENTER
1215	STINSON DENCK
1210	WIND TUNNEL

ZONE 6	
1150	AVE MARIA PRESS
3025	CEDAR HOUSE / 1726 DOUGLAS RD
6107	CENTER FOR ART & CULTURE (1045 W. WASHINGTON)
8086	CENTER FOR THE HOMELESS
3005	CRIFE ST. APTS. BUILDING 207, 217, 227
3012	CRIFE ST. COMMUNITY CENTER
1174	EAST GATE
3029	EDDY ST. COMPLEX (3 BLDGS)
1159	FACULTY BUILDING
1053	FATHER PAUL BOGNER COMMUNITY CTR
1043	FIRE STATION
1109	FISCHER GRAD COMMUNITY CENTER
1154	FISCHER GRADUATE HOUSING ALL BLDGS
1236	FISCHER GRADUATE RESIDENCE MAINTENANCE SHED
1137	FISCHER GRADUATE VISITING FACILITY APARTMENTS
1192	HAMMES MOWBRAY HALL
6156	HILLCREST HALL
1186	LANDSCAPE SERVICES BUILDING
1241	LANDSCAPE SERVICES MAINTENANCE BARN
1204	LANDSCAPE SERVICES SALT BARN
6082	LEGAL AID CLINIC
1059	MAINTENANCE CENTER
1121	MASON SERVICES CENTER
1215	MASON SERVICES CENTER VEHICLE STORAGE
3010	NATL. CTR FOR GRAD ED MINORITIES (GEM)
1141	NOTRE DAME CREDIT UNION
1037	OHARA GRACE GRADUATE RESIDENCE BLDGS
1034	POWER PLANT
6159	PSYCHOLOGY BUILDING (301 N. HILL STREET)
1164	QUANZIT HUT
1150	RISK MANAGEMENT STORAGE CENTER
1143	ST. MICHAEL'S LAUNDRY
1146	UNIVERSITY OF MD CHILD CARE CENTER
1054	UNIVERSITY VILLAGE RESIDENCE BLDGS
1166	WILSON COMMONS

Reprinted: 3/25/2015
 Excel File: Administrative / Lists / Building / New Zones
 PDF File: General Files / Lists / Buildings / New Zones

Appendix H: Glossary of Terms

Term	Definition
Command Post	The on-scene or field operations center used by first responders to an incident.
Department Operations Center	Departmental or College emergency response centers activated to ensure coordinated response efforts between the EOC and all campus constituencies.
Emergency Levels	A ranking that classifies the University’s emergencies according to the severity and potential impact.
Emergency Management Committee	Consists of senior administrative and academic leaders; provides counsel to the Task Force regarding any necessary revisions to the University’s Campus Emergency Preparedness & Response Plan.
Emergency Operations Center (EOC)	Physical location where the University’s response efforts are coordinated and communicated.
EOC Coordinator	Responsible for the EOC facility, including supplies, communication equipment, and EOC support staff (e.g., runners). Monitors the communication flow through fax and email; and assists the EOC Leader as necessary.
EOC Leader	Assigned by the Policy Committee and has overall responsibility for management of emergency responses. Designates EOC Management Team, depending on scale and seriousness of incident.
EOC Scribe	Maintains a complete and accurate record of all events that occur during and after the incident. Such records will be written as well as in map form.
Finance & Administrative Officer	Responsible for engaging necessary resources to monitor all financial and cost analysis aspects of the incident. The Finance & Administrative Officer will also track incident related costs, personnel records and requisitions.
Incident Command System	A standardized on-scene incident management concept designed to allow responders to adopt an organizational structure equal to the complexity of the scenario.
Liaison Officer	Maintains constant communication with the on-scene commander and Department Operations Centers. Communicates information to the EOC Leader. Serves as the primary contact for supporting agencies assisting at an incident (e.g., South Bend Fire or Police). Also initiates and maintains contact with assisting public or private agencies (e.g., American Red Cross).

Term	Definition
Life Officer	Monitors the status of students, faculty, staff and visitors immediately following the incident. Coordinates communications to students, parents, staff and families and works closely with the Public Information Officer on the nature of messages. Responsible for the coordination of care, shelter, and financial aid services for personnel.
National Incident Management System (NIMS)	A standardized approach to incident management supported by the federal government.
Plan	The University of Notre Dame Campus Emergency Preparedness and Response Plan.
Planning Officer	Responsible for managing recovery efforts, in coordination with necessary officers and departments (depending on scenario).
Policy Committee	The primary body for policy direction and interpretation for the University during a crisis. Considers the impact of an emergency on the long-term operation of the University in terms of reputation, government regulation and service delivery.
Presidential Directive #5	Called for a comprehensive review of U.S. intelligence, resulting in a mandate for federal agencies to utilize NIMS in incident response.
Public Information Officer	Serves as the University's representative for communication of information to and from internal and external stakeholders.
Safety Officer	Monitors safety conditions and develops measures for assuring the safety of all assigned personnel.
Task Force	Serves under the purview of the President of the University and is responsible for the development and maintenance of the University's Campus Emergency Preparedness & Response Plan.
Unified Command Structure	Allows for leaders from multiple responding agencies to work toward a common objective and strategy under one organization structure.

Position Checklists

**Policy Committee
Checklist of Responsibilities**

Policy Committee	The primary body for policy direction and interpretation for the University during a crisis.	
Staffing	President Provost Executive Vice President VP and General Counsel (<i>Chair</i>) VP for for Public Affairs & Communications VP for Student Affairs VP for Mission Engagement & Church Affairs Director of Athletics Chief of Staff	
Primary Responsibilities	Consider the impact of an emergency on the long-term operation of the University in terms of reputation, government regulation and service delivery. Develop strategic direction for response and resumption of normal operations. Communication with key University stakeholders, including: <ul style="list-style-type: none"> • Trustees • Church • Media • Elected Officials • Peer Institutions 	
Procedures	Obtain a description of the emergency and emergency level recommendation from the Associate VP for Campus Safety.	<input type="checkbox"/>
	Identify the emergency level as well as an EOC Leader for ultimate responsibility of emergency response.	<input type="checkbox"/>
	Convene at the EOC Policy Committee Room (500 Main Building Conference Room).	<input type="checkbox"/>
	Refer to Policy Committee Concept of Operations.	<input type="checkbox"/>

EOC Leader
Checklist of Responsibilities

EOC Leader	Assigned by the President or Policy Committee Chair to assume overall responsibility for management of emergency responses.	
Staffing	Depending on scenario: <ul style="list-style-type: none"> • Executive Vice President; • Vice President for Student Affairs; • Vice President for Human Resources; • Vice President for Finance 	
Primary Responsibilities	Directs and coordinates all response efforts Issues status reports to the Policy Committee Approves release of all response resources Advises Policy Committee on deactivation of the EOC	
Procedures	After consultation with the Policy Committee, activates EOC positions.	<input type="checkbox"/>
	Brief the EOC Management Team on the details of the incident, strategy identified by the Policy Committee, initial response objectives, initial operational period for the EOC Management Team, and necessary actions.	<input type="checkbox"/>
	Establish regular briefings from the Liaison Officer as to incident activities and status	<input type="checkbox"/>
	Establish regular briefings with the Policy Committee.	<input type="checkbox"/>
	Verify the need for contact with other responding agencies (e.g., City of South Bend, St. Joseph County, State of Indiana, American Red Cross, FEMA).	<input type="checkbox"/>
	Establish briefing schedules and give all EOC Management positions (i.e., Deputy EOC Leader, EOC Coordinator, EOC Scribe, Public Information	<input type="checkbox"/>

Officer, Safety Officer, Liaison Officer, Life Officer, Planning & Logistics Officer, IT Officer) adequate notice to prepare summary of activities.

Maintain contact with the Policy Committee for communication of EOC activities, incident status, and strategic decisions.

In conjunction with the Public Information Officer, approve the content and release of all emergency response messages.

Work with the Planning & Logistics Officer for an extended response effort and determine necessary staffing requests and shift changes.

Propose plan to Policy Committee of returning to normal operations

When appropriate and as coordinated with the Policy Committee, deactivate the EOC.

Ensure the EOC Scribe has a complete and detailed Activity Log.

Initiate After Action review process. Assign responsibilities and timetable for conduct of After Action and development of After Action Report and Brief.

**Deputy EOC Leader
Checklist of Responsibilities**

Deputy EOC Leader	<p>Leads activation of EOC. Provides ongoing support to the EOC Leader.</p> <p>Ensures the EOC is operating efficiently and that information is communicated to the necessary EOC positions.</p> <p>Initiates and maintains contact with assisting public or private agencies (e.g. American Red Cross, FEMA)</p>	
Staffing	<p>As available and needed:</p> <ul style="list-style-type: none"> • Associate Vice President for Campus Safety; • Director of Emergency Management • Associate Vice President for Development 	
Primary Responsibilities	<p>Ensures activation of EOC Management Team and other Function Support Teams</p> <p>Coordinates with EOC Coordinators and EOC Scribe to ensure information management processes are functioning</p> <p>Other responsibilities as assigned by EOC Leader</p>	
Procedures	<p>Initiates alert of all EOC positions to have them report to the EOC location.</p> <p>Coordinate the physical set-up of the EOC with the EOC Coordinator.</p> <p>Ensure that the EOC Scribe has begun the Activity Log.</p> <p>Coordinate with EOC positions and activated Function Support Teams on shift changes.</p> <p>Coordinate with the Liaison Officer(s) on regular briefings as to incident activities and status</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>

As determined, coordinate with Liaison Officer for initiating and maintaining organizational level contact with other responding agencies (e.g., City of South Bend, St. Joseph County, State of Indiana) and other institutions or organizations affected. Activate additional resources as needed.

Provide support to the EOC Leader in planning and preparing for regular EOC Management team briefings and meetings.

Provide routine incident status updates to the Policy Committee as needed outside of normally scheduled briefings.

Provide support to the EOC Leader in coordinating with the Policy Committee for communication of EOC activities, incident status, and strategic decisions.

As determined by the EOC Leader, coordinate with the Planning & Logistics Officer and IT Officer for an extended response effort and determine necessary staffing requests and shift changes.

Propose plan to Policy Committee of returning to normal operations

Support EOC Leader in planning for deactivation of the EOC. Recommend leader and timetable for the After Action processes to the EOC Leader.

Coordinate with the EOC Scribe finalizing the detailed Activity Log and other documentation for After Action review.

Liaison Officer
Checklist of Responsibilities

Liaison Officer

Maintains constant communication with the on-scene commander and Department Operations Centers.

Staffing

Depending on scenario:

- Chief of Police,
- Fire Chief,
- Director of Risk Management & Safety

Primary Responsibilities

Communicates incident information from the on-scene commander to the EOC.

Communicates information to the EOC Leader or Deputy EOC Leader.

Initiates and maintains contact with assisting public or private agencies (e.g., American Red Cross).

Serves as the organizational point of contact for assisting agencies.

Assists the EOC Leader as directed or when appropriate.

Procedures

Upon notification of the incident (either by OIT, Risk Management, NDSP Dispatcher, or other University departments) notify Associate VP for Campus Safety or designees. Provide a description of the incident and recommendation as to emergency level.

Upon notification, report to the EOC.

Obtain a briefing from the EOC Leader.

Assess communication needs for your position. If you require additional equipment, notify the EOC Coordinator.

Obtain any required supplies from the EOC bins.

- Begin an Activity Log for your position.
- Provide a point of contact for assisting mutual aid representatives.
- Keep the EOC Leader and Scribe aware of any changes in the incident details. The EOC Coordinator will then post such changes on the campus map, projected for all EOC Management Team members to view.
- Provide information related to specific hazardous location and/or other potential emergencies.
- Work with the Planning & Logistics Officer to continuously appraise the tactical response activities and required resources.
- Coordinate with various field responders on actions and requirements after consultation with the EOC Leader and Planning & Logistics Officer. Such responders include the on-scene commander, other NDSP command posts leaders, Building Safety Coordinators, and Operations Centers.
- Through consultation with the on-scene commander, Safety Officer and Planning & Logistics Officer, prepare a plan for repopulating evacuated areas, where appropriate.
- Maintain an Activity Log of all messages, activities and reports generated while serving this position in the EOC. At deactivation of the EOC, deliver all logs to the EOC Scribe.

**Public Information Officer
Checklist of Responsibilities**

Public Information Officer

Serves as the University's representative for communication of information to and from internal and external stakeholders.

Staffing

Sr. Assoc. AD –Media Relations
Associate Vice President Public Affairs
Assistant Vice President Public Information & Communications
Director Public Relations
Officer Assistant, Internationalization

Primary Responsibilities

- Consults with the Vice President for Public Affairs and Communications on communications strategy and messaging.
- Coordinates communication during the emergency with all internal and audiences.
- Advises the EOC Leader and other members of the EOC team on what messages should be issued and leads development of those messages.
- Obtains approval to release messages from the EOC Leader and ensures affected office/department for the particular constituency involved (Student Affairs, Provost, Alumni Association, e.g.) is aware
- Brings to the attention of the EOC leader any information coming from the communications team that may contradict information coming to the Executive Emergency Policy Committee and the EOC leader through police or other official channels.
- Ensures the timely delivery of approved messages to the Deputy PIO for prompt distribution through University communications channels.

Procedures

Upon notification from the EOC Management Team, all designated PIOs will report to the EOC in **Hammes Mowbray Hall Room 319** or other



designated location.

Review “Early Protocol for a Level 3 Incident” as needed.

Upon arrival in the EOC, the PIO(s) will receive a briefing. The EOC Management Team will assign the PIO(s) based on incident details and available members.

For incidents requiring more than a 6-8 hour activation, the EOC Management Team will assign two PIOs to take “shifts”. The second shift PIO will be released until their shift begins.

Assign the Deputy PIO(s) to serve as the leader of the Crisis Communications Team, accounting for the possibility of multiple shifts based on the incident details and available members.

During situation assessment, consider all aspects of the communication issues. For consideration questions for review, see appendix.

- Initial incident acknowledgement
- Initial press release
- Required internal and external communications

Begin an Activity Log for your position.

Review the message approval process with the Deputy PIO and determine variation based on incident specifics.

Participate in briefing, and communicate all Crisis Communication relevant information to the EOC Management Team immediately, including:

- What populations need to be communicated with (immediately, short./long term)
- What should the initial acknowledgement of the incident include?
- What core messages need to be developed?
- Is there a need to activate the Emergency Media Unit?

Coordinate with the Policy Committee (VP for Public Affairs & Communications) for any themes the University wants to communicate. Also determine what the format and estimated timing schedule for updates.

It will be critical to continually update the VP for Public Affairs & Communications) throughout the response.

In conjunction with the VP for Public Affairs & Communications), Deputy PIO and University Spokesperson, develop and distribute initial incident acknowledgement and news release.

Work with the Deputy PIO and Content/Distribution Committee Leader to determine what roles need to be activated and immediate tasks:

- Spokespeople
- Internal Communications
- Social Media
- Web
- Press Release Distribution
- Writers
- Photo/Video
- Media Monitoring
- Partners Liaison

Work with the EOC Management Team, Deputy PIO and Media Unit Leader to determine:

- Should Emergency Media Center (EMC) be activated?
- Where should the credentialing station be located?
- Where should the EMC be located?
- What roles need to be activated?
 - EMC Coordinator
 - Media Runners
 - Phone Operators
- Should (if and when) press conferences occur and who spokesperson will be? Is there anyone else that should be involved

(ex. fire chief, other University leader, etc.)?

- What Media Unit Committee's priorities and tasks include?

Work with the Deputy PIO and Support Staff Committee Leader to determine what Content/Distribution Unit roles need to be activated:

- Site Support Coordinators
- OIT Support (DPAC)
- Phone Operators

Determine what the Support Staff priorities and tasks include.

Review and approve all messages developed by the Content/Distribution Committee and Deputy PIO. Provide all approved messages to Deputy PIO for distribution.

Coordinate with Life Officer to determine information needed for internal audiences.

Note: There is a Crisis Communications/Human Life Team Liaison that works actively with both teams to share information and coordinate efforts.

As the situation unfolds, communication needs will evolve. Continue to work with the Crisis Communications Team, the EOC Management Team and VP for Public Affairs & Communications) to assess the evolving situation, establish priorities and take/delegate actions to effectively manage the incident.

At conclusion of response, communicate disengagement to the Crisis Communications Team.

- Instruct the team members to submit all corresponding documentation to the EOC Scribe.
- Participate in the after action reporting process.

**Life Officer
Checklist of Responsibilities**

Life Officer	Monitors the status of students, faculty, staff and visitors immediately following the incident.	
Staffing	Vice President for Research Vice President for Internationalization Vice President for Human Resources Vice President and Sr. Associate Provost Vice President and Associate Provost Associate Vice President for Student Development Associate Vice President Residential Life Associate Vice President for Student Services Associate Vice President for Career & Professional Development Associate AD Compliance & Legal Affairs Director, Campus Ministry Director, Human Resources Consulting	
Primary Responsibilities	Coordinates communications to students, parents, staff and families and works closely with the Public Information Officer on the nature of messages. Responsible for the coordination of care, shelter, and financial aid services for personnel. Assists with the strategic plan of recovery and resumption of normal operations. Liaison to University support vendor for managing telephone bank and supplemental counseling services (i.e., FEI).	
Procedures	Upon notification from the EOC Management Team, all designated Life Officers will report to the EOC in Hammes Mowbray Hall Room 319 or other designated location.	<input type="checkbox"/>
	Upon arrival in the EOC, the Life Officers will receive a briefing. The EOC Management Team will assign the Life Officer(s) based on incident details and available members.	<input type="checkbox"/> <input type="checkbox"/>

For incidents requiring more than a 6-8 hour activation, the EOC Management Team will assign two Life Officers to take “shifts”. The second shift Life Officer will be released until their shift begins.

Assign the Human Life Team Leader(s) accounting for the possibility of multiple shifts based on the incident details and available members.

Communicate the briefing schedule to the Human Life Team Leader. Typically this hourly schedule is determined by the EOC Management Team.

- Before each EOC Briefing, the Life Officer will have a designated amount of time to brief with the Human Life Team.
- The Human Life Team will continually update the information on SharePoint using the Situation Report format.

Begin an Activity Log for your position.

Participate in briefing, and communicate all Human Life relevant information to EOC Management Team immediately, including:

- Victim information
- Status of victims being transported to hospitals
- Next of kin notification efforts (in some instances, local responders will begin this process without coordination with UND)
- Needs for immediate victim or affected population assistance

For large scale incidents, work with EOC Management Team to determine if FEI support is necessary. Consider the following assessment consideration questions:

- Are there more than two victims (serious injuries or death)?

- Do we expect a high volume of calls?
- Will the tracking of victims be difficult?
- Do we have the approval to activate FEI?
(Supporting contractor, see appendix for overview)
- Does the main UND line need to be transferred to FEI?
- Will additional support be needed to send to hospitals? Make family notifications?
- Will a family assistance center be needed?

If the answer is yes to these questions, request to activate FEI immediately. The EOC Management Team, Associate VP of Campus Safety and Director of Emergency Management have the authority to activate FEI.

Even if it is not clear FEI will be needed, contact them to alert them of the situation.

Identify the appropriate UND representative to be involved in the next of kin notification. One of the most difficult aspects of the Human Life Team will be managing the next of kin process due to the various ways and people that may have to make notifications. The University prefers to notify the families of a student injury or death, but it is not always entirely in the University's control.



It is the responsibility of the Human Life Team to work with the EOC Management Team to quickly determine, based on the incident specifics, who should assist in making next of kin notifications.

There are three general situations that may occur:

- For incidents involving up to two students, the VP for Student Affairs, a priest or the AVP for Student Affairs should make the notification if possible. For incidents involving up to two staff and faculty, the Department Chairs and Staff Supervisors with the support of HR, Provost and/or Campus Ministry, as appropriate.

For a large scale incident involving more than two victims, Rectors, hospitals and/or FEI can assist in making the notifications to families. See appendix for the guidelines and for making next of kin notifications.

NOTE: Hospitals have their own process for making the next of kin notification and may conduct the notification without informing the University first. This is likely to occur in mass-casualty situations or if the hospital is unaware that the victim is a UND student, staff or faculty member. In this case, the Human Life Team is still responsible for following up after the notification has been made and offering assistance. See Victim and Family Assistance Committee Task Consideration List for more information.

Enlist the EOC Management Team or Policy Committee members to contact hospital leaders to coordinate next of kin notifications.

In a large scale emergency, the Human Life Team may need the EOC Management Team or even Policy Committee Members to contact hospital leadership to ensure a consistent, preferred method of notification to victims' families.

Communicate the victim and family support needs (as identified by the EOC Management Team) to the Human Life Team. Assist in coordinating efforts between the Human Life Team and the Logistics Team.

Manage and approve the communication to students, staff, faculty and families in coordination with the Human Life and Crisis Communications Teams.

Continue to work with the Human Life Team and the EOC Management Team to assess the evolving situation, establish priorities and take/delegate actions to effectively manage the incident.

At conclusion of response, communicate disengagement to the Human Life Team.

- Instruct the Human Life Team to submit all corresponding documentation to the EOC Scribe.
- Participate in the after action reporting process.

Planning and Logistics Officer
Checklist of Responsibilities

Planning & Logistics Officer Responsible for managing recovery efforts, in coordination with necessary officers and departments (depending on scenario).

Staffing Associate Vice President, Auxiliary Operations
Associate Vice President, Campus Services
Associate Vice President, Facilities Design & Operations
Sr. Deputy Athletics Director
Senior Director Utilities & Maintenance
Director Warehouse, Delivery & Transportation

Primary Responsibilities Identifies necessary resources for response and recovery efforts.

Coordinates field response through Maintenance Operations Center.

In consultation with the EOC Leader and Deputy EOC Leader, develops a plan for returning the campus to normal operations.

Procedures Upon notification via ND Alert or personal contact, all members of the EOC Management Team should report to the Emergency Operations Center (EOC) at **Hammes Mowbray, Room 319** or follow alternate instructions.

Consider the following assessment issues during the briefing:

- What happened? Where did it happen?
- Were Planning & Logistics staff or resources directly impacted?
- Do First Responders require assistance to gain access to impacted people or locations? Where? What do we need to do to assist?
- Is anyone still in danger?
- What immediate actions are the EOC Management Team directing?

Make initial assessment of whether or not you need to activate the Planning & Logistics Team. If so, initiate.

If not, await further deliberations.

Establish contact with P&L Deputy Leader. Provide Emergency Brief as delivered by the EOC Leader and discuss P&L Team needs in the immediate response.

As needed, initiate Activation of the P&L Team.

Check in with Deputy Leader to ensure that all Planning & Logistics Team areas are represented as possible, including:

- Planning & Logistics Officer (EOC Management Team)
- Planning & Logistics Team Deputy Leader
- Logistics
- Infrastructure
- Planning & Continuity
- Field Operations / Liaison (if requested by the Incident Commander)

If areas are not all represented, activate additional members or staff until all roles are filled as needed. Ad hoc members may be needed.

Begin an Activity Log for your position.

Ensure ability to access and review the information on SharePoint that is being updated by the P&L Scribe and team members.

Ensure P&L Team shift plan is being developed. Request information on level of capability during second shift.

Connect with each member of the EOC Management Team to determine need for P&L support. Pass to P&L Deputy Leader. Act as first filter in the EOC Management Team to ensure they know that P&L Team is activated and providing support.

Check in with P&L Deputy Leader to determine any additional needs at the P&L Command Center. Ensure priorities are clear between the P&L Team and yourself based on information at the EOC Management Team. Provide guidance or resources as needed.

Determine time of initial Planning & Continuity Brief and periodic follow-on briefs.

In preparation for the regular updates to the EOC Management Team, obtain key briefing items from each team member. Instruct the P&LScribe to capture information in Situation Report.

Work with P&L team to determine priorities, assign tasks, obtain updated information and report progress. Review Scribe's documentation.

Continue to work with the P&L Team and the EOC Management Team to continually assess the evolving situation, establish priorities and take/delegate actions to effectively manage the incident.

At conclusion of response, disengage as directed by the EOC Leader. Coordinate ramping down and deactivation of P&L Team members and resources.

- Develop After Action Review plan and provide documentation as directed.
- Instruct the Scribe to submit all corresponding documentation to the EOC Scribe.
- Assign Planning & Logistics review leader for the After Action process.

Participate in the After Action Reporting Process.

Finance & Administrative Officer
Checklist of Responsibilities

Finance & Administrative Officer	Responsible for engaging necessary finance resources to monitor all financial and cost analysis aspects of the incident.	
Staffing	Vice President for Finance; Associate Vice President for Finance & Controller; Associate Vice President Budget & Planning	
Primary Responsibilities	Manages costs related to the incident, provide accounting, procurement, time recording and cost analyses.	
Procedures	Upon notification, report to the EOC.	<input type="checkbox"/>
	Obtain a briefing from the EOC Leader. Activate additional support resources as desired.	<input type="checkbox"/>
	Assess communication needs for your position. If you require additional equipment, notify the EOC Coordinator.	<input type="checkbox"/>
	Obtain any required supplies from the EOC bins.	<input type="checkbox"/>
	Begin an Activity Log for your position.	<input type="checkbox"/>
	Identify financial requirements for planned and expected operations.	<input type="checkbox"/>
	Determine any agreements currently in place for land use, facilities, equipment and utilities.	
	Determine potential need for rental or contract services.	<input type="checkbox"/>
	Coordinate with the Planning & Logistics Officer and Human Resources to determine the need for temporary employees.	<input type="checkbox"/>
	Ensure that proper tax documentation is completed.	<input type="checkbox"/>

Provide financial and cost analysis input to the EOC Leader.

Provide a financial summary on labor, materials and services.

Prepare forecasts on costs to complete operations. Work with the Planning & Logistics Officer to identify necessary resources during the recovery period.

Maintain a visible chart of resources requested and deployed, including estimated time of arrival or unavailability of resources. Refer to the EOC forms included at the end of this document for the format of such chart.

Work with EOC personnel to coordinate maintenance of the following special files and logs: overtime card file, assignment file and schedule of personnel reassignment or release. This person should work closely with the EOC scribe.

Activate necessary financial elements (e.g., payroll, procurement)

Identify and manage an individual responsible for preparing an incident related cost analysis.

Maintain an Activity Log of all messages, activities and reports generated while serving this position in the EOC. At deactivation of the EOC, deliver all logs to the EOC Scribe.

Information Technology Officer
Checklist of Responsibilities

Information Technology Officer	Serves as the University’s representative for communication of information to and from internal and external stakeholders.	
Staffing	Vice President of Information Technology Sr. Director, Enterprise Services Bus. Management Specialist, Integrated Communications	
Primary Responsibilities	Coordinates IT and communications system support for the emergency response including activation of SharePoint and support of various communications technologies.	
	Supports recovery of disrupted systems with priority to those needed in addressing the emergency.	
Procedures	Upon notification, report to the EOC.	<input type="checkbox"/>
	Obtain a briefing from the EOC Leader. Coordinate OIT team activation and support actions.	<input type="checkbox"/>
	Check availability of campus communications (e-mail, land-based phones, cell phones, internet, etc.).	<input type="checkbox"/>
	Assess communication needs for your position.	<input type="checkbox"/>
	Support EOC Coordinator in ensuring systems support for EOC positions.	<input type="checkbox"/>
	Obtain any required supplies from the EOC bins.	<input type="checkbox"/>
	Begin an Activity Log for your position.	<input type="checkbox"/>
	Ensure the EOC Leader is aware of status of IT and communications systems and impacts of any disruptions on service and security	<input type="checkbox"/>
	Ensure prepared to support visitors to the campus supporting the emergency response.	<input type="checkbox"/>

Establish a briefing schedule with the EOC Leader.

Maintain an Activity Log of all messages, activities and reports generated while serving this position in the EOC. At deactivation of the EOC, deliver all logs to the EOC Scribe.

**EOC Coordinator
Checklist of Responsibilities**

EOC Coordinator	Responsible for the EOC facility, including supplies, communication equipment, and EOC support staff (e.g., runners). Monitors the communication flow through fax and email; and assists the EOC Leader as necessary.	
Staffing	Director of Emergency Management Sr. Advisor to the EVP Sr. Director Enterprise Services Associate Vice President for Development; Associate General Counsel	
Primary Responsibilities	Assists the EOC Leader and Deputy EOC Leader as directed and when appropriate. Ensures the EOC is operating efficiently and that information is communicated to necessary EOC positions.	
Procedures	Upon notification, report to the EOC.	<input type="checkbox"/>
	Obtain the table tents and copies of plan from the EOC closet. Set the conference table according to the seating chart posted in the EOC.	<input type="checkbox"/>
	Ensure that each position has a copy of the current plan, notepad, and pen at their respective seat.	<input type="checkbox"/>
	Check the EOC voicemail (574-631-6677; pass code 1842). Work with Deputy EOC Leader to address any messages.	<input type="checkbox"/>
	Distribute the necessary forms to the EOC positions around the conference table.	<input type="checkbox"/>
	Power on the EOC laptop computer and in-room projector unit.	<input type="checkbox"/>
	Maintain an updated map of the incident location and response. Preferably have this map projected and visible to all EOC positions.	<input type="checkbox"/>

Ensure the following information is displayed on the incident map:

- Affected area or location
- Inner and outer perimeter locations (as identified by the on-scene commander or Liaison Officer)
- Command post locations
- Areas requiring evacuation
- Locations of assisting agency personnel

Ensure that the SharePoint dashboard remains current

Obtain any required supplies from the EOC bins.

Ensure EOC positions are aware of briefing and meeting times, locations and agendas.

Arrange for and provide meals and refreshments for all EOC positions.

Work with the EOC Leader & Deputy EOC Leader to coordinate shift change schedule. Coordinate where/how the current staff will rest.

Maintain an Activity Log of all messages, activities and reports generated while serving this position in the EOC. At deactivation of the EOC, deliver all logs to the EOC Scribe.

EOC Scribe
Checklist of Responsibilities

EOC Scribe Maintains a complete and accurate record of all events that occur during and after the incident. Such records will be written and in the form of an incident map.

Staffing Sr. Advisor to the EVP
Associate General Counsel
Sr. Advisor to the Provost
Assistant General Counsel

Primary Responsibilities Maintains a written log of all incident events.

- Procedures**
- Upon notification, report to the EOC.
 - Obtain a briefing from the EOC Leader.
 - Assess communication needs for your position. If you require additional equipment, notify the EOC Coordinator.
 - Activate the SharePoint site and initiate documentation of the emergency response. Notify EOC positions and Function Support Teams that SharePoint / or alternative method is operational.
 - Obtain any required supplies from the EOC bins.
 - Coordinate with EOC Coordinator and Deputy EOC Leader regarding staffing needs. Contact all necessary personnel, including EOC Staff Assistants.
 - Gather information from other EOC positions for entry into the EOC Activity Log. (Primarily via SharePoint)
 - Gather photographs, sound and video recordings of the incident where appropriate and relay to EOC Leader.

At deactivation of the EOC, gather Activity Logs from all EOC positions.

Review Activity Logs maintained by other EOC positions for accuracy and completeness. Provide documentation for the After Action review and archiving.

**EOC Staff Assistant
Checklist of Responsibilities**

Staff Assistant	Staff Assistants operate primarily in the EOC and will take on assigned special tasks. One Staff Assistant will document information reported to the EOC on the whiteboard.	
Staffing	Assistant Director Game Day Operations Sr. Financial Analyst Human Resources Consultant Coordinator, Game Day Operations	
Primary Responsibilities	Assist the Deputy EOC Leader and EOC Coordinator as directed. Document reported information on the whiteboard.	
Procedures	Upon notification, report to the Deputy EOC Leader or EOC Coordinator in the EOC	<input type="checkbox"/>
	Obtain EOC equipment and supplies from the EOC storage area and set up the EOC.	<input type="checkbox"/>
	Obtain a briefing from the EOC Leader.	<input type="checkbox"/>
	Lable the whiteboard and document information reported to the EOC Scribe. Organize information under the following headers:	
	<input checked="" type="checkbox"/> Incident Status (type, perimeters, injuries, buildings off-line)	<input type="checkbox"/>
	<input checked="" type="checkbox"/> Policy Committee Objectives (objective, who responsible, status)	
	<input checked="" type="checkbox"/> EOC Leader Objectives (objective, who responsible, status)	
	<input checked="" type="checkbox"/> Risk/Gaps	
	Arrange for and provide meals and refreshments for all EOC positions.	<input type="checkbox"/>