KING ABDULLAH UNIVERSITY OF SCIENCE & TECHNOLOGY

EMERGENCY MANAGEMENT PLAN

(EMP)

PREPARED BY HSE

February 2024

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EMERGENCY MANAGEMENT PLAN APPROVAL

King Abdullah University of Science and Technology (KAUST)

Emergency Management Plan

This KAUST **2024** Emergency Management Plan (EMP) replaces all previous versions of the plan and should now be followed as the official KAUST procedure for dealing with emergencies. It must be adhered to by all KAUST management, personnel, faculty, students and service providers.

This plan is effective on the date of approval by the President.

Any suggested additions or alterations should be made through the KAUST Health, Safety and Environment Department.

The EMP serve as an overarching document aligning emergency response procedures and various emergency support functions to create synergy and establish a robust emergency management capacity. The EMP therefore is reviewed by key stakeholders to obtain feedback, suggestions and to provide clarification on overall context, structure, systems and emergency procedures. Key Stakeholders responsible for Emergency Support Functions include Principal Emergency Service (Fire Department, Security Department and KAUST Health Emergency Medical Services); Facilities Management; Finance; Information Technology, Community Life; Human Resources; Student Affairs, Research (including Core Labs and Research Infrastructure), Global Branding and Communications, KAUST Innovation and Health, Safety & Environment.

Where to find the Emergency Management Plan:

The Emergency Management Plan (EMP) is posted on the HSE Website and University Policy Website. Limited copies will be printed.

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Instruction to use the Emergency Management Plan

➢ Part 1: Background

Part 1 outlines the overall context by which KAUST will manage incidents and emergencies and include emergency management concepts, systems and structures to be utilized. All Emergency operations Team (EOT) and University Executive Committee (UEC) members and other stakeholders responsible for and participating in Emergency Support Functions (ESFs), should familiarize themselves with the content of Part 1 to gain an understanding of these concepts prior to the management and support of an emergency.

In case of an emergency:

➢ **EOT** members (Emergency Operations Team) go directly to the *EOT Guide* hosted on the HSE Website as per the link below:
https://hse.kaust.edu.sa/docs/default-source/emergency-exercises-drills-guiding-documents/eot-guide_v1_august-2022.pdf?sfvrsn=a2ba1129_0
or alternatively, go to **Part 2A** of the EMP and refer to **EOT Action Guides,** starting on Page 24.

➢ **UEC** members (University Executive Committee) to go directly to **Part 2B** of the EMP. Refer to **UEC Action Guides**, Page 24.

➢ In case of **KC2** (KAUST Crisis Center) activation, go to **Part 3** of the EMP. Refer to **KC2 Action Guides**, Page 23.

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EMERGENCY MANAGEMENT PLAN

(PART 1 OF 3)

BACKGROUND

Framework: Overall Context, System & Structure

EMERGENCY MANAGEMENT PLAN (EMP) LAYOUT

Part 1: Background

Part 1 of the EMP outlines the overall context by which KAUST will manage incidents and emergencies affecting the University. This include the emergency management concepts, systems and structures to be utilized.

Part 2A: EOT Emergency Response Plan

The EOT (Emergency Operations Team) Emergency Response Plan outlines the *tactical* level response that provides more operationally focused guidance essential for taking command of the emergency. The EOT implement emergency response procedures, activate and coordinate Emergency Support Functions to protect life, prevent or limit further injury, prevent or limit harm to the environment and University infrastructure and assets, and to protect the University's core business and reputation in the lead up to, during and directly after an emergency event.

Part 2B: UEC Emergency Response Plan

The UEC (University Executive Committee) Emergency Response Plan outlines the overarching *strategic* level governance, policy level decisions, institutional prioritizations, fiscal authorizations, council and support given by senior executives (thought leaders) during an emergency with the goal to ensure recovery/continuity of business operations. The UEC aims to reduce the risk exposure to KAUST as an organization and its reputation. The UEC supports existing tactical emergency response procedures to achieve this goal.

Part 3: KC2 Emergency Response Plan

The KC2 Emergency Response Plan outlines activation of the KAUST Crisis Center (KC2) in case of a university impacting circumstance, event, incident or emergency. KC2 follows the unified command approach and consists of the combined activation of the EOT and UEC members.

Appendices:

- *Hazard Specific* Action Guides (Existing guides need to be further developed by Emergency Support Functions in collaboration with Emergency Management)
- List of Emergency Support Functions (ESFs) Plans
- Contact Lists

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BACKGROUND - TABLE OF CONTENTS

جامعة الملك عبدالله
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King Abdullah University of
Science and Technology

1. Overview - Emergency Management Framework

This framework in *Figure 01* below outlines the key components interlinking with one another to provide the platform to establish an effective emergency management system. The Framework supports governance and policy frameworks, alignment of emergency plan with business continuity plans, emergency guides as provided by the National Incident Management System (NIMS) and procedures, standards and other measures in order to enable and inspire all emergency management partners and the to work in better collaboration to keep the KAUST community safe.

The Emergency Management Framework is broken into the following key components:
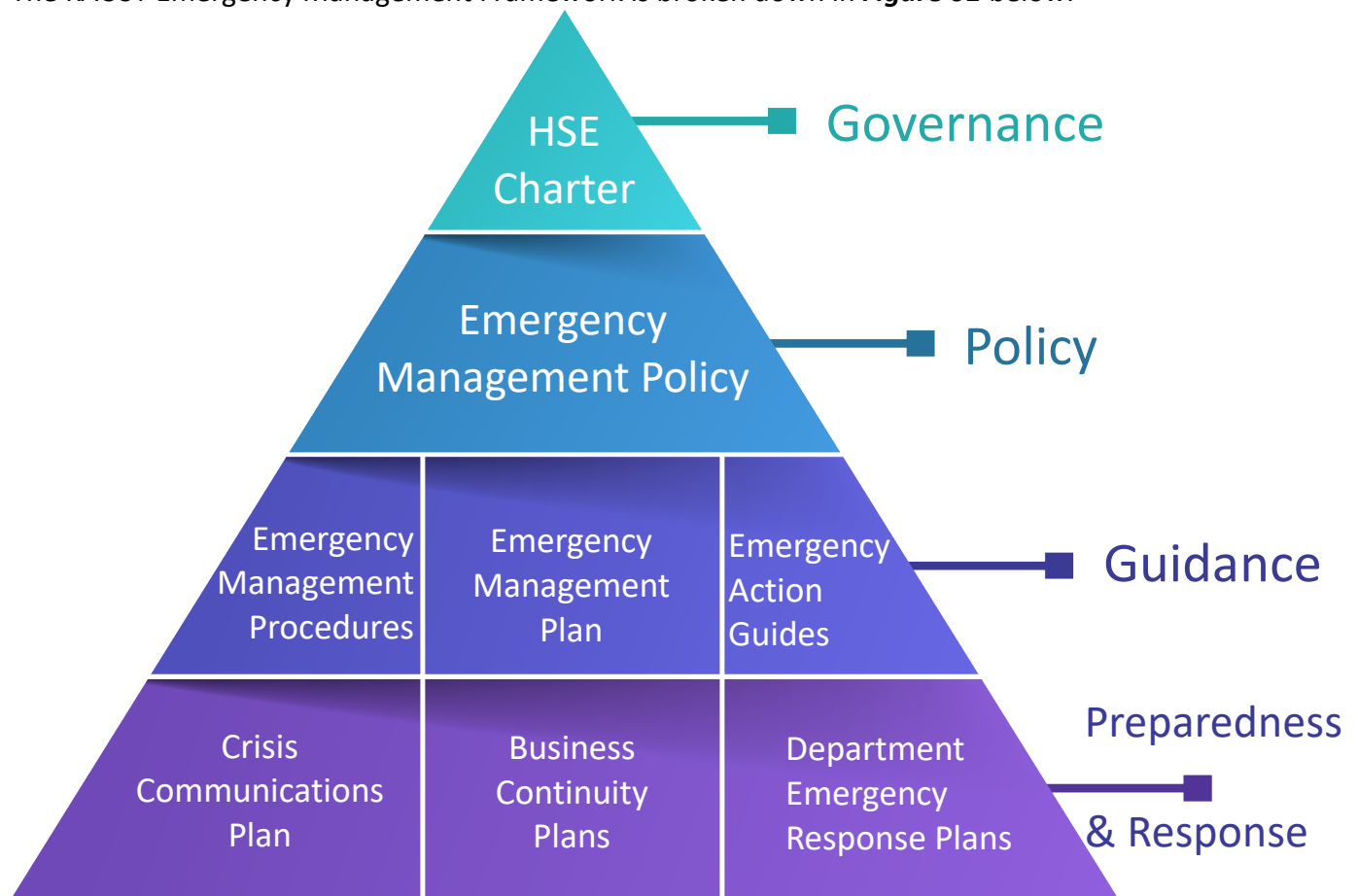
- **Governance:**
  - The HSE Charter – Provide the HSE Department with the mandate to oversee KAUST health, safety and environmental matters.
- **Policy:**
  - The Emergency Management Policy - Covers all aspects of emergency guidance; preparedness and response at KAUST and consists of the following components and elements:
- **Guidance:**
  - Emergency Management Plan – Provide strategic and tactical guidance to KAUST leadership to manage emergencies.
  - Emergency Management Procedures – Procedures outlining emergency protocols.
  - Emergency Action Guides – Provide lists of actions to be taken by KAUST community in case of emergencies.
- **Preparedness and response:**
  - Crisis Communications Plan - This plan describes the responsibilities of the KAUST Crisis Communications Team in the event of an incident occurring which requires an internal or external communications response that is outside the scope of normal business operations.
  - Department Emergency Response Plans – Department Emergency Plan Owners will follow emergency procedures outlined in their respective operational level Emergency Response Plans.
  - Emergency Response Plan templates were developed by Emergency Management for use by Departments to develop Emergency Response Plans.
  - This Emergency Response Plan (ERP) serve as a Department/Entity level plan in response to a disruptive event or incident, and provides detailed emergency response procedures, with the objective to protect life, limit damage to property and protect the environment. This ERP outlines the Department/Entity's emergency response

procedures to protect its community, including faculty, staff, students, contractors, and visitors from natural, human-caused, and technological disasters.

o This ERP is in alignment with the KAUST Emergency Management Plan (EMP). The EMP serves as the overarching plan.

o The ERP template will be used by KAUST Departments/Divisions/Entities with onsite as well as off-site/remote operations of permanent nature e.g., Beacon Development Department and KAUST Reef Research Initiative.

o Herewith the link to the ERP templates hosted on the Emergency Management webpage: https://hse.kaust.edu.sa/services/fire-emergency-services/emergency-management

o University Business Continuity Plan - This Enterprise (strategic) level Business Continuity plan can be utilized by KAUST leadership to inform the decision-making process during an incident by utilizing the University BC plan information. Department/Division level Business Continuity Plans are tactical level plans. Functional BCPs are utilized by Functional Plan Owners on an operational level and will conduct the activities and follow the checklists.

The KAUST Emergency Management Framework is broken down in *Figure 01* below.

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Figure 01 – KAUST Emergency Management Framework

2. Introduction

KAUST desires to safeguard the welfare of all KAUST community members; onsite service providers; tenants and visitors and to protect KAUST's essential functions of technological education and research and to maintain essential/critical services during and after emergencies.

The Emergency Management Plan (EMP) is an integral part of the KAUST Emergency Management Framework as outlined in the ***Emergency Management Policy***, by which KAUST will respond to and manage emergency incidents impacting the KAUST community, operations or infrastructure. This plan identifies the procedures KAUST will use to manage emergencies, primary objectives and priorities in response to emergencies, organizational support functions and facilities available to manage and resolve emergencies. The plan outlines the process for activating components of the plan and provide procedures to use during an emergency.

3. Purpose

The purpose of the Emergency Management Plan is to provide emergency management procedures and to facilitate appropriate decision-making that protects life, limits damage and minimizes business disruption for the benefit of the University, its communities, and its operations.

KAUST endeavors to be prepared and effectively respond to and recover from an emergency through the appropriate use of KAUST resources to mitigate the immediate effects of an emergency on its community as a whole and the long-term effects of an emergency on its operations, infrastructure and mission.

4. Scope

KAUST endorses and align with the **Federal Emergency Management Agency (FEMA)** guidelines and principles and follows the ***All-Hazards*** approach. All categories of emergencies therefor fall within the scope of this plan and covers a broad range of emergency situations. With the advancement of technology, the dependency on IT infrastructure; network access; Data Center services; external connectivity and unified communications (two-way radio, fixed line telephony and GSM coverage) have escalated significantly and therefor a critical part of KAUST's

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للعلوم والتقنية
King Abdullah University of
Science and Technology

infrastructure along with other priority services such as utilities; security; health and emergency response. Potential emergencies include, but not limited to those listed below in *Appendix A*: Emergency Hazard Categories.

5. Objectives

- KAUST endorses and align with the **Federal Emergency Management Agency (FEMA), U.S. Department of Homeland Security** guidelines and principles and follows the *All-Hazards* approach.
- Set roles and responsibilities to provide a framework which is based upon the **National Incident Management System (NIMS), FEMA** principles and processes as outlined in the *KAUST Emergency Management Policy*.
- Follow a standardized approach to the command, control, and coordination of emergency response based upon the **Incident Command System (ICS)** principles.
- Implement measures to prepare for, protect and support KAUST community before, during and after a crisis.
- Implement best practices gleaned from After Action Reviews to decrease the likelihood of an event or crisis and reduce the loss of life and property damage related to an event or crisis, particularly those that cannot be prevented.
- Develop response capabilities to effectively handle incidents that threaten life or disrupt mission critical activities, services and infrastructure.
- Establish requirements for the development and execution of annual training exercises.
- Prescribe the declaration of an emergency and activation of the Incident Command System.
- Prescribe procedures for the use, operation and maintenance of the KAUST Emergency Notification System.

6. Assumptions

In planning for a Major Emergency, it should be assumed that:

- Incidents can occur on any day, at any time, and with little or no warning.
- KAUST could be subject to more than one incident or disaster at the same time.
- Incident requiring response and incident management activities may not fall within the traditional "principal emergency services" domains of fire, security or medical services.
- Incident management activities need to include management of the primary incident and management of secondary impacts caused by the primary incident.
- Communication systems may fail or have inadequate capacity to meet demand during a major incident.
- Shortages of support personnel and equipment can be expected.

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للعلوم والتقنية
King Abdullah University of
Science and Technology

- KAUST's internal resources could be overwhelmed and assistance from external agencies may be required (Civil Defense, National Guard, Coastguard).
- Mobilization and response of regional, provincial and other external resources may take long periods of time.
- In a large scale medical or infectious disease, the number of patients may exceed the capacity of the KAUST Health.
- Basic services, including electricity, water, chilled water, telecommunications, and other information technology systems could be interrupted due to buildings and other structures being damaged.
- Regular supply chain suppliers may not be able to deliver goods and services.
- Reassignment of staff and use of temporary employees and community volunteers may be necessary to supply adequate personnel for incident operations.

7. The 5 Stages of Emergency Management

This EMP follows the "All Hazards" approach to Emergency Management and Preparedness and adopts the Five Stages of Emergency Management as laid out in *Figure 02* below. The plan is based on the systems approach to emergency management, which involves a continuous cycle of activity involving all KAUST Departments. The principal elements of the system are:

1. **Hazard Analysis & Prevention** – All departments and personnel are responsible for this element by carrying out risk assessments on their own functional areas. Generic & Site-Specific Risk Assessments are carried out and continuously reviewed.
2. **Mitigation** – Once risks are identified all departments are responsible for taking the appropriate measures and applying safe systems of work and control measures to mitigate these risks. **After Action Reviews (AARs)** form part of this stage. The AAR provides an opportunity to assess what happened and why. The objective of the AAR is to help the team and the organization discovers what went well and what to do differently by means of identifying gaps. Documenting of an action plan to overcome the challenges encountered during the response to the event forms part of the After-Action Review Report.
3. **Planning & Preparedness** – Plans are developed by the Emergency Management in conjunction with all the relevant stakeholders and are tested through a coordinated approach. Planning and Preparedness are the actions undertaken before an emergency occurs and include –

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للعلوم والتقنية
King Abdullah University of
Science and Technology

- Preparation of emergency action guides.
- Development of preparedness and response arrangements and the building of capacity for assigned functions, in light of the risks faced.
- Education, training and development of staff who will be required to respond to an emergency. *The NIMS Training Program, Summer 2020 edition is used as training guideline. Refer to Training Appendix for details.*
- Exercising and testing of systems, plans and procedures.
- The procurement of resources necessary to underpin preparedness.
- The maintenance of any necessary facilities; and
- The audit/assessment of preparedness.

4. **Response** – Each unit, department and process owner develop operational level emergency response plans for particular types of emergencies and applies them through an integrated Incident Command System (ICS).
5. **Recovery** – Under the direction of the KAUST Crisis Center (KC2), each affected business area will activate their Business Continuity Plans, receiving and submitting communications via the Business Continuity Coordinators.

The **Emergency Management Plan** (EMP) focusses on the **response phase** of the emergency.

See stages of the response phase of an emergency incident in *Figure 03* below:
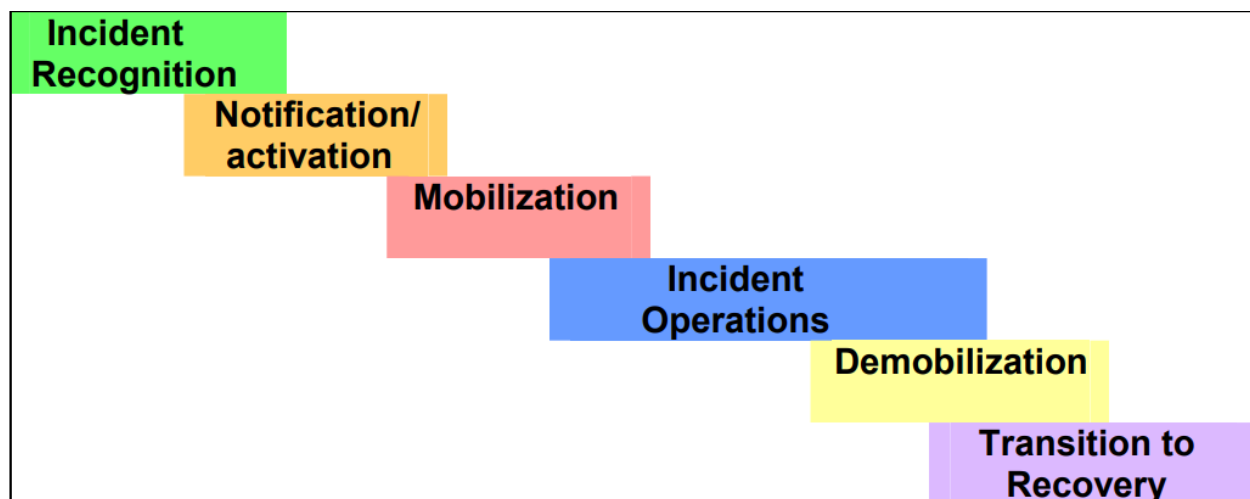
Figure 03 – Emergency Response Stages

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Figure 02 – 5 Stages of Emergency Management

8. Emergency Preparedness, Response and Recovery

Emergency Management primarily addresses:
- Emergency Preparedness
- Emergency Response Phase of an incident until such time that the incident is brought under control.

The Emergency Management Plan (EMP) has been developed to be aligned and integrated with the other two core aspects of business continuity management, namely:
- Crisis Management
- Business Continuity/Recovery.

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للعلوم والتقنية
King Abdullah University of
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Only by properly managing all three phases as laid out in *Figure 04* below, can KAUST ensure an orderly and timely recovery from a disruptive incident. The following plans contain additional information on properly dealing with the second and third phases that follows a significant incident:

- KAUST Crisis Management Plan (Part 3 of the EMP)
- Department Emergency Plans – Emergency Support Functions (ESFs)
- Business Continuity Plans (Referred to in the Appendices)
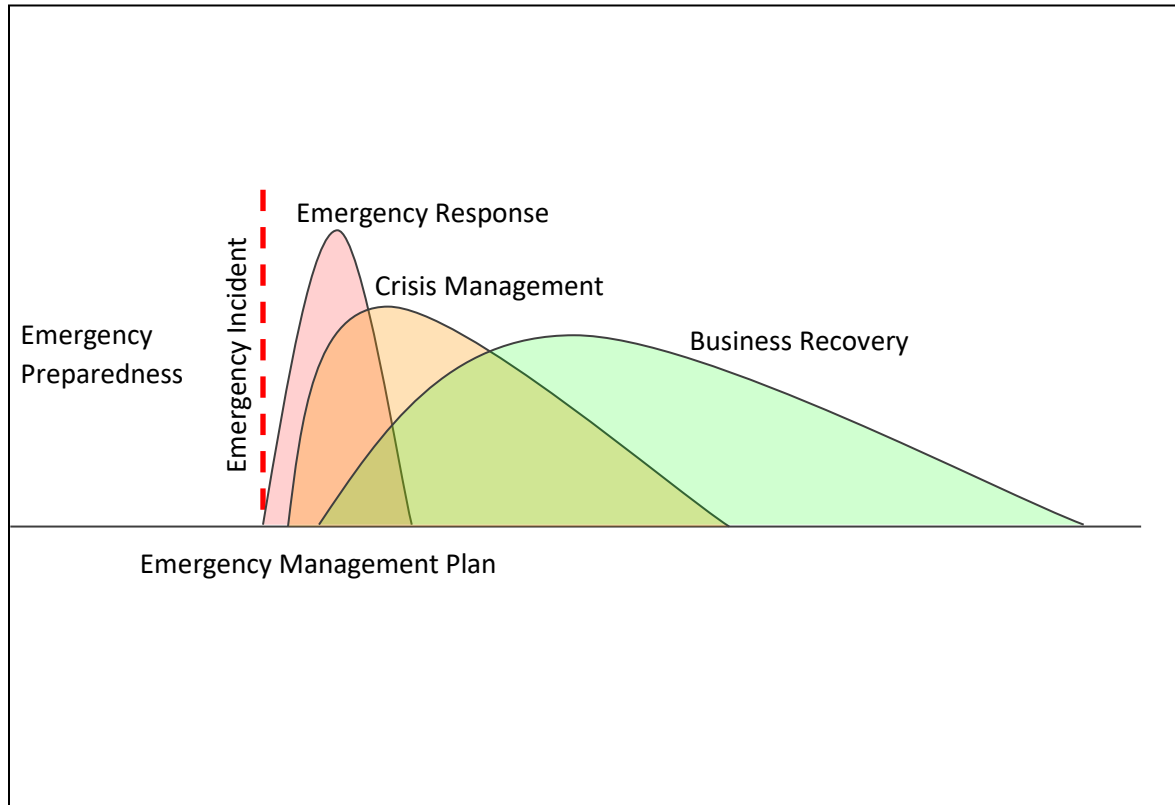
Figure 04 – Elements over Time of Emergency and Resilience Planning

- **Emergency Response:** The immediate response to a disruptive incident. Intent is to safeguard life, limit injuries, stabilize the situation and prevent the escalation of physical damage.
- **Crisis Management**: The goal is to bring the crisis to an end as quickly as possible to limit the negative impact to the organization, either financial, reputational, or other, and move into the business recovery phase.

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King Abdullah University of
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▪ **Business Recovery:** Business Continuity efforts concentrate on the resumption of affected critical processes within pre-defined timeframes called "Recovery Time Objectives". Once immediate response efforts are under control and the EOT and/or KAUST Crisis Center (KC2) are called to meet, Business Continuity decisions will be made activating the Business Continuity Plans pertaining to the affected business areas.

9. Levels of Emergencies

The KAUST Emergency Management System is used for the management of all emergency events and divided into the following 3 levels and represented in *Figure 05* below:

- Minor Emergencies,
- Moderate Emergencies; and
- Major Emergencies.

Impact:	Emergency:	EOT Activation:
• **Minor impact** • **Individual(s)/property** • **Contained small area** • **Department bring to close**	**Minor Emergency**	**Monitor/Limited Activation**
• **Moderate impact** • **Multiple Individuals/properties** • **May further impact adjacent areas or disrupt essential services** • **Requires coordinated response**	**Moderate Emergency**	**Partial/Full Activation**
• **KAUST wide impact** • **Beyond the normal response capability of existing resources**	**Major Emergency**	**Full Activation**

Figure 05 – Levels of emergencies and impact

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Science and Technology

Figure 06 below provide a breakdown of the **levels** of emergencies, **impact**, **resources required,** and emergency management **level notified/activated**:

Level of Emergency	Impact	Resources & Capabilities Required	Incident Escalation
Minor Emergency	Minor impact on: • individual(s)/property • one location • contained small area: o small fire o incident with minor injuries; o contained hazmat spill	• KAUST Principal Emergency Services/Emergency Support Functions bring to a close • No need for mass emergency communications.	911 CCC or Affected Department - ➢ Escalate to EM ➢ EM escalate to IC ➢ IC escalate as needed ➢ IC escalate reputational risk to the UEC
Moderate Emergency	**Moderate impact** on: • Multiple individuals/properties • May also affect adjacent areas and infrastructure e.g., pluvial flooding impacting operations. • Disruption (less <48-Hours) of essential services o IT network outage o Water supply failure o Power outage	• Requires a coordinated approach by management and response personnel • Requires additional resources • Activation - EOT/UEC as needed • Activation - Crisis Communications Plan • Mass emergency communications	911 CCC or Affected Department - ➢ Escalate to EM ➢ EM escalate to IC ➢ IC activate EOT ➢ IC escalate to UEC ➢ President or designee activate UEC as needed ➢ IC brief EOT/UEC
Major Emergency	Major impact on KAUST Threatens: • Death/serious injury • Prolonged disruption (greater > 48-Hours) of essential services • Cyber attack • Pandemic • Act of terror • Envir. disaster • Natural disasters • Major fire/explosion • Reputational damage	• Beyond the normal capabilities of KAUST Emergency Services and resources • Requires significant coordination of additional internal and external resources • Mass emergency communications	Incident Commander - ➢ EOT & UEC notification ➢ KAUST Crisis Center (KC2) activation (EOT/UEC) ➢ KC2 briefing

Figure 06 - Levels of emergencies, impact, resources required and emergency management level

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10. Definitions & Terminology

Federal Emergency Management Agency (FEMA)

An agency of the [United States Department of Homeland Security](#), with the mission to develop and promote an emergency management system to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

National Incident Management System (NIMS)

NIMS is a comprehensive approach to incident management that is applicable at all levels and across functional disciplines. It is intended to:
- Be applicable across a full spectrum of potential incidents, hazards, and impacts, regardless of size, location or complexity.
- Improve coordination and cooperation between public and private entities in a variety of incident management activities.
- Provide a common standard for overall incident management.
- Developed by the [United States Department of Homeland Security](#).

Incident Command System (ICS)

A standardized approach to the **command**, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies and multiple levels (strategic, tactical, and operational) can be effective. The **ICS** has been established by the **NIMS** as the standardized incident organizational structure for the management of all incidents.

The ICS is organized as follows:

- **Incident Commander**: The Incident Commander is responsible for the overall management of the incident.
- **Command Staff**: The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **General Staff**: The organization level having functional responsibility for primary segments of incident management (Operations Section, Planning Section, Logistics/Finance Section, and People Section) and is led by a Section Chief.

All-hazards Approach

An integrated approach to emergency preparedness planning that focuses on capacities and capabilities that are critical to preparedness for a full spectrum of emergencies or disasters,

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للعلوم والتقنية
King Abdullah University of
Science and Technology

including technological emergencies, human-caused emergencies or a natural disaster. Refer to *Appendix A*: Emergency Hazard Categories for a more detailed breakdown.

The **Federal Emergency Management Agency (FEMA)** developed this emergency management system that is comprehensive, risk-based, and all-hazard in approach.

Below is a short description of the main roles within the Emergency Management System at KAUST:

Principal Emergency Services (PESs)

- The Principal Emergency Services restore the immediate health, safety, and security of KAUST community, service providers or visitors on site.
- Consist of 3 fulltime professional Emergency Services provided at KAUST 24 hours a day, 7 days a week, 365 days a year:
    - KAUST Fire Department
    - KAUST Security Department
    - KAUST Health Emergency Medical Services (EMS)

Emergency Support Function (ESF) – KAUST Departments

- The KAUST Department with primary responsibility and accountability with regards to the particular incident type (e.g., IT Department in case of a cyberattack) will act in the role as ESF.

Department and Division Heads

- Provide an emergency support function on Department level (operational) in response to emergencies impacting or potentially threatening life, impacting essential services or critical infrastructure, or threatening the environment.
- This Department Head and the Department Subject Matter Experts (SMEs) will collaborate with the Incident Commander/EOT and provide subject matter expertise. The Department Head will activate the Department Emergency Operations Plan (EOP). Responsible for ensuring that Department Emergency Operations Plans are maintained in their respective areas of responsibility and align with the KAUST Emergency Management Plan.

Department/Entity Emergency Operations Plan Coordinator

- Responsible for drafting and updating the Department/Entity EOP.
- Collate assessment of operational impacts, providing department/entity Situation Reports / damage assessment to the Department/Entity Head.

Incident Commander (IC)

- The IC is an Executive member of KAUST, appointed by the President and assigned with the powers as needed to take the command of KAUST emergencies.
- The IC lead (chair) the Emergency Operations Team (EOT).
- Subject Matter Experts (SMEs) function under the authority of the IC and report to the IC.

On-Scene Commander

- The Senior Officer of the first arriving agency will be the On-Scene Commander.
- The On-Scene Commander is the senior officer when all 3 PESs are on scene.
- The On-Scene Commander is the person responsible for all operational aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved.

Subject Matter Expert (SME)

- A subject matter expert is an individual with a deep understanding of a particular job, process, department, function, technology, machine, material or type of equipment.

Emergency Operations Center (EOC)

- The Emergency Operations Center is the pre-determined **location** where the Emergency Operations Team (EOT) meets, and the emergency is coordinated and managed from.
- The EOT also maintains situational awareness and disseminates that information to those authorized to receive it. The EOT maintains communication with the UEC and external stakeholders and agencies.
- There are 3 pre-determined EOCs nominated; a Primary EOC, Secondary EOC and Tertiary EOC to provide an alternative backup location if needed.

جامعة الملك عبدالله
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King Abdullah University of
Science and Technology

KAUST Emergency Operations Team (EOT)

- The KAUST Emergency Operations Team is a group of **prenominated** senior managers assigned with functional roles.
- Restore or maintain operations and minimize losses during an emergency incident and keep the business operating through emergencies.
- Convened together in the EOC and coordinate with Emergency Support Functions (Response Departments) and Subject Matter Experts (SMEs) to manage the emergency.
- The EOT is convened as needed and activated by the IC.
- Emergency Operations Team (EOT) Selection Criteria - Refer to the **Appendix D.**

University Executive Committee (UEC)

- The UEC is a **prenominated** group of senior executives and experts to give strategic council and support during an emergency.
- The UEC is chaired by the President and sits separately from the EOT.
- The UEC provide advice and support and do not take command of the emergency.
- The UEC is activated as needed.

KAUST Crisis Center (KC2)

- In case of a major emergency the KAUST Crisis Center (KC2) is activated and consists of a combination of the EOT and the UEC as in **Figure 10** below.
- Various domain subgroups are formed and serve as an extension of the KC2.
- Subgroups are headed by committees and responsible for specific functional areas.
- Sub-group Committee Chairs report to the KC2 Chair.

Emergency Management Policy

- Establish a framework for the effective management of emergencies that may occur within the King Abdullah University of Science and Technology (KAUST).
- The KAUST Emergency Management Plan, and Emergency Operational Plans, are extensions of this Policy and provides the guidelines for emergency management within the scope of this Policy.

Emergency Management Plan (EMP)

- The **EMP** serves as the overarching plan, guiding KAUST leadership to manage and coordinate emergencies on a strategic level (University Executive Committee) and a tactical level (Emergency Operations Team).

- The **EMP** follows an all-hazard approach as per the Federal Emergency Management Agency (FEMA) guidelines and principles.

Department Emergency Operations Plan (EOP)

- All KAUST Departments should affect an **EOP,** using the *EOP template* designed for this purpose**.**

- The **Department EOP** serve as a divisional/department *operational level* action plan in response to a disruptive event or incident and provides detailed emergency response procedures specifically to protect life, limit damage to property and protect the environment. This **EOP** outlines the division/department's emergency operations activities to protect its community, including faculty, staff, students, contractors, and visitors from natural, human-caused, and technological disasters.

- This **EOP** is in alignment with the **KAUST Emergency Management Plan (EMP)**.

11. KAUST Incident Command Structure - Overview

The Incident Command Structure in **Figure 07** below consists of designated groups of appropriately trained, skilled and experienced staff that are responsible for the strategic, tactical and operational management of emergencies in accordance with their roles and responsibilities as outlined in the Emergency Management Plan.

The following is a breakdown of the KAUST Incident Command Structure:
- University Executive Committee (UEC) – **strategic** level
- Emergency Operations Team (EOT) and Subject Matter Experts (SMEs) – **tactical** level.
- First Responders – **operational** level. Principal Emergency Services (PES) provide 24/7 rapid response in case there is an existing or potential threat to life or safety. PES consist of:
  - KAUST Fire Department (KFD)
  - Security Department
  - Ambulance/paramedic (KH)
- Emergency Support Functions (Response Departments) – **operational** level

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King Abdullah University of
Science and Technology

➢ KAUST Cyber Incident Response Team (KCIRT) deal with Cyber-attacks. The KCIRT is represented on both tactical level (SME form part of EOT) and on operational level as Emergency Support Function (Response Department) dealing with these types of incidents.

Incident Command Structure:

Strategic
Institutional prioritizations
Fiscal authorizations
Policy level decisions
Council & Guidance to campus recovery

Tactical
Command of emergency
Activate ESFs
Coordination ESFs
Resources and support

Operational
First Responders
Ops procedures
ESFs

University Executive Committee (UEC)

Emergency Operations Team (EOT)

Principal Emergency Services / Response Departments
- Fire Department   - IT
- Security Department   - FM
- Ambulance/Medical (KH)   - HSE

Figure 07 – Incident Command Structure

University Executive Committee (UEC) Functional Roles

Chair

Provost

| Vice President, Research | General Counsel | Vice President, Innovation & Economic Dev't. | Vice President SNA & Senior Associate to the President | Chief Financial Officer | Chief of Staff |
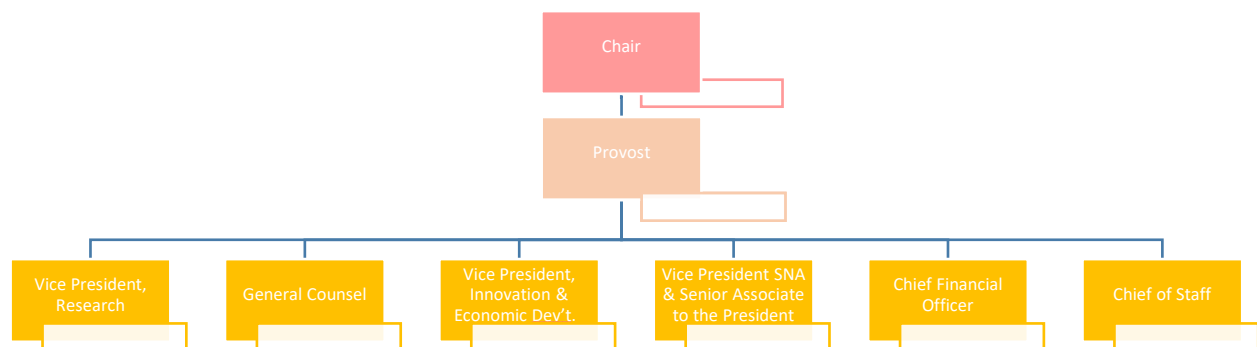
Figure 08 – University Executive Committee (UEC)

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Emergency Operations Team (EOT) Functional Roles

- The KAUST Emergency Operations Team (EOT) organizational structure in *Figure 09* below is based on and aligns with the **ICS** organization structure.
- This structure provides an overview of the positions which fulfil specific functional roles providing a common hierarchy based on the five core functions described in ICS: Incident Command, Operations, Planning, Finance/Logistics, People and Subject Matter Experts.
- People Chief and Subject Matter Experts were added to the KAUST structure.
- The Incident Commander report to the University Executive Committee Chair (President).
- Subject Matter Experts (SMEs) will be required to join and support the EOT as needed.
- All EOT members need to have at least 2 designees as backup to ensure redundancy.
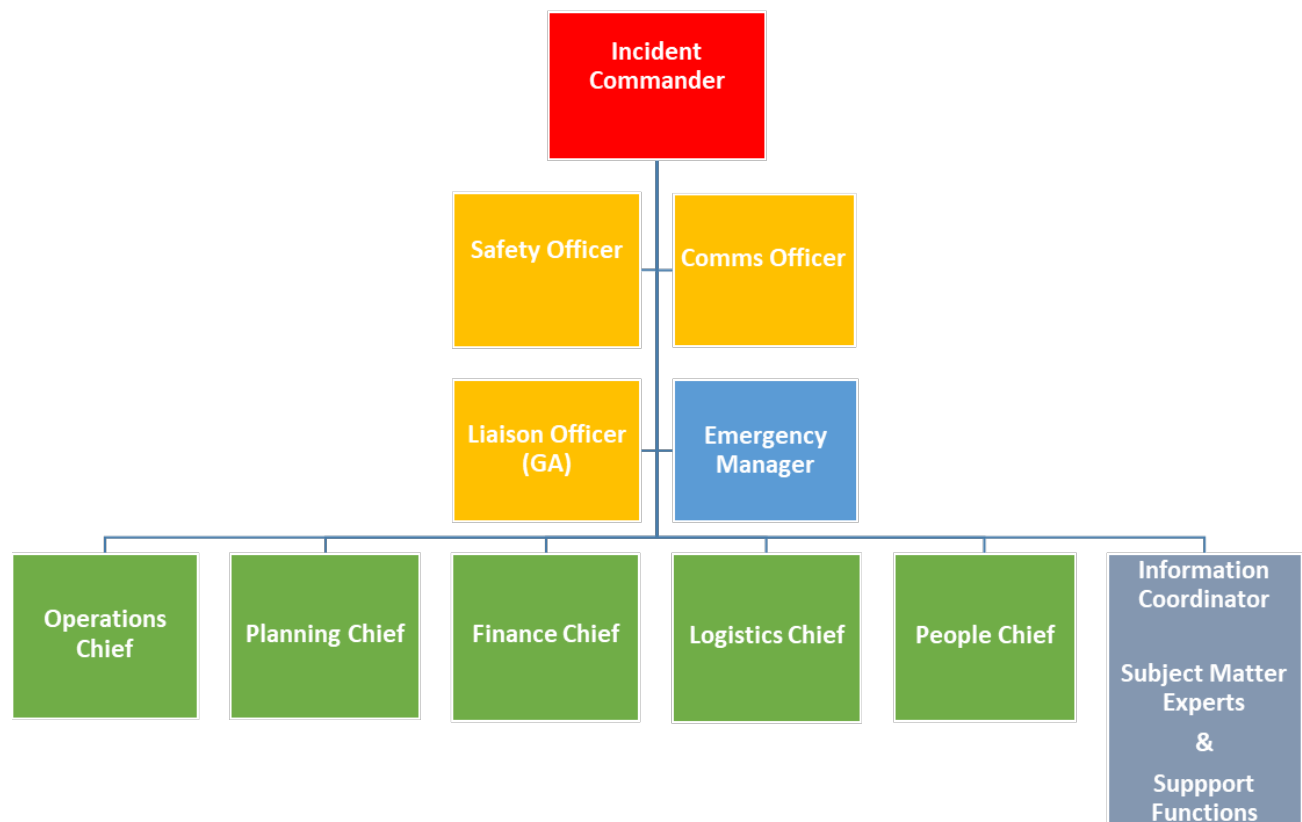
Figure 09 – Emergency Operations Team (EOT)

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KAUST Crisis Center (KC2)

In case of a major emergency the KAUST Crisis Center (KC2) is activated and is a combination of the EOT and UEC. The UEC is central to the management and coordination of an emergency and is represented in the center of the KC2 organizational structure as in *Figure 10* below. The outer circles represent various Domain Subgroups headed by committees responsible for providing support to KC2. *The KC2 structure is dynamic and provides flexibility and scalability to fulfil functional needs.*

Key Aspects of KC2 Domain Subgroups

- Each domain area has a Chair appointed by the President.
- Domain areas will be supported by domain experts.
- Domain Chairs and Vice Chairs will coordinate the overall reporting of their domain and subgroups.
- Domain Chairs or Vice Chairs will make tactical decisions.
- Domain Chairs or Vice Chairs will be responsible for coordinating their domain announcement with Communication Chair.
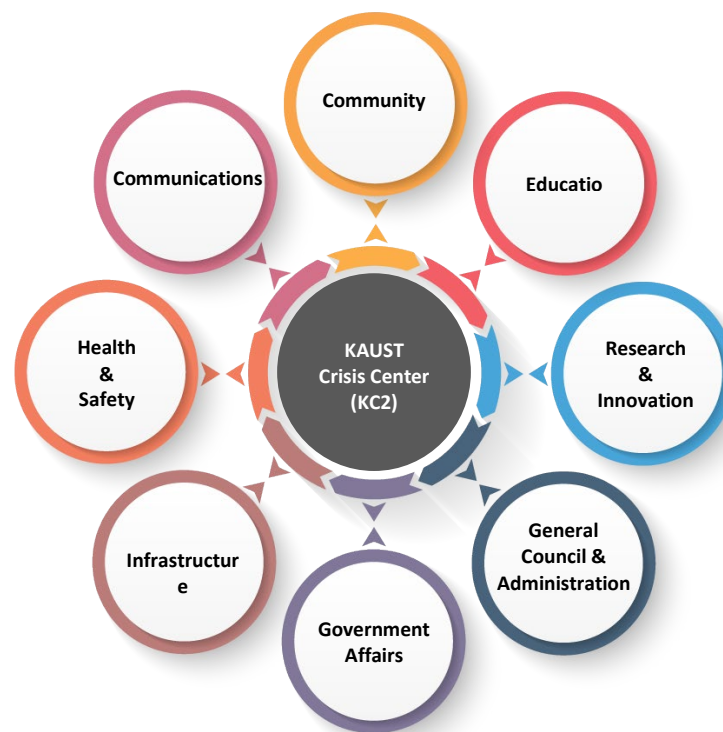
Figure 10 – KAUST Crisis Center (KC2) & Domain Subgroups

12. Roles and Responsibilities

The following is a breakdown of the Incident Management Structure and respective roles:

University Executive Committee (UEC)

The UEC consists of the University senior executive leaders and chaired by the President. The UEC are the University thought leaders and provide **strategic** council and support during an emergency. The UEC convenes separately from the EOT, providing advice and support. The UEC do not concern themselves with managing the actual emergency incident and therefore do not take command of the emergency. The UEC focusses purely on strategic support to the EOT and the overall University strategy and reputation. The UEC is notified of minor emergencies, notified/briefed on moderate/major emergencies and activated as needed.

UEC Role:
- Brief the Board of Trustees when KAUST suffers a major incident / invokes the UEC.
- Facilitate the University's overall strategic response and prioritizations to the emergency.
- Fiscal authorizations.
- Liaise with national agencies and relevant Government Departments, through the Government Affairs Department, on strategic issues.
- University statements - Play a key role in the Crisis Communications and Media strategy.
- Communication with and update the Board of Trustees.
- Strategic policy and direction.
- Manage, control and coordinate overall strategic response to the situation through the BCM Coordinators.
- Provide support to the Incident Commander to mobilize KAUST resources or external resources as required.

University Executive Committee (UEC) approves the KAUST Emergency Management Policy.

HSE Emergency Management in collaboration with Senior Management is responsible for the implementation of the Emergency Management Framework, including resourcing, planning, training, testing, monitoring and review of the emergency management preparedness at KAUST.

Emergency Operations Team (EOT)
Team of personnel to be notified, partially assembled or fully activated to provide management of and support to campus emergency response, continuity and recovery operations on a **tactical** level.

EOT Role:
- Tactical command and control over emergency operations.
- Activation of KAUST Emergency Response Departments.
- Deployment of resources.
- Emergency messaging related to safety and operations.
- Situation reports to the UEC.

The core EOT Staff consists of Command Staff and General Staff as follow:

EOT Command Staff
This staff provides Incident Command, Information, Liaison and Safety services for the entire organization and include:

Incident Commander (IC)
The IC has overall management responsibility for the incident, which is by nature complex, and which requires numerous personnel and resources focusing on prevention, protection, mitigation, response, and recovery. The IC:
- Develops and implements a tactical plan based on escalating incident complexity.
- Delegates various management tasks by assigning objectives to the Command and General Staff personnel to fulfill the five mission areas: prevention, protection, mitigation, response, and recovery.
- Brief the UEC with developments.
- Coordinates operations at the tactical level
- Supervises Command and General Staff
- Approval of Communications.

Communications Officer
- ***Global Branding and Communications (GBC) will be responsible for activating the Crisis Communications Plan in case of an emergency.***
- Collects, verifies, prepares, coordinates, and disseminates information to the KAUST community.
- Uses information from other members of the Emergency Operations Team (EOT), University Executive Committee (EUC), or KAUST Crisis Center (KC2) to develop accurate, accessible, and complete information on the incident's cause, size, current situation, resources committed, and other matters of general interest for both internal and external audiences.
- Monitors public information to ensure accuracy.
- Provides active liaison and information sharing with elected and appointed officials.

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Liaison Officer

- Interfaces with the public, media, other agencies, and stakeholders to provide information and updates based on changes in incident status.
- Serves as the single point of contact for representatives of government departments and agencies (such as Federal, state, local, tribal, and territorial), as well as for jurisdictions, Nongovernmental Organizations (NGO), private sector organizations, and other cooperating agencies and organizations, and speaks on behalf of the Incident Commander (IC) or President.
- Ensures that those who are not part of the command staff, but who contribute to the incident's prevention, protection, mitigation, response, and recovery, receive appropriate information and exchange communications with the Emergency Operations Team (EOT) or KAUST Crisis Center (KC2).

Safety Officer

- Monitors and assesses safety hazards.
- Develops measures for ensuring personnel safety.
- Inspects facilities for safety hazards.
- Provides safety briefings and distributes safety messages.
- Monitors incident operations and advises the Incident Commander (IC) on all matters relating to the health and safety of emergency response personnel.
- Stops and prevents unsafe actions during incident operations.

EOT General Staff

This staff have oversight and responsibility for a major functional area of the incident and include the:

Operations Chief

- Manages all aspects of the Operations Section, which covers the five mission areas: protection, prevention, mitigation, response, and recovery.
- Provides the tactical assignments and directs its execution.
- Makes expedient changes to current operations based on the complexity or magnitude of the incident and reports those changes to the Incident Commander (IC)
- Manages all operations and progress related to the incident.

Planning Chief

- Manages all aspects of the Planning Section, which covers the five mission areas: prevention, protection, mitigation, response, and recovery.
- Manages the preparation of strategies and plans for the incident and submits incident status reports.

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- Prepares, collects, evaluates, disseminates, and uses incident information to develop the tactical plan.
- Facilitates incident information to maintain situational awareness (current and future)
- Provides periodic predictions on incident potential and incident course of actions.
- Coordinates planning efforts
- Supervises and configures resources as necessary.

Finance Chief
- Responsible for all financial, administrative, and cost analysis aspects of an incident
- Ensure compensation and claims functions are being addressed relative to the incident.
- Develop an operational plan for the Finance/Administration
- Advises the Incident Commander (IC) on financial and administrative matters.
- Supports or participates in the emergency management process as necessary.

Logistics Chief

- Manages logistical (procurement and supply chain) needs across the five mission areas for incidents: protection, prevention, mitigation, response, and recovery.
- Provides facilities, transportation, supplies, equipment maintenance, fuel, food service, people, materials or any other services needed in support of the incident.
- Advises the Incident Commander (IC) on all matters relating to logistics planning, facilities, communications, ordering, receipt, storage, transport, and onward movement of goods, services, and personnel.
- Identify anticipated and known incident service and support requirements.
- Request additional resources as needed.
- Oversee demobilization of Logistics Section and associated resources.

People Chief
- Responsible for all employee needs or requirements including human resource guidance, solutions and decisions related to HR matters.
- Interfaces with emergency responders, hospitals, doctors, pharmacies, and family members
- Ensures employees work reasonable hours and controls staff requests.
- Participate in operational planning to help identify staffing needs for the response.
- Recruit or mobilize staff with the right mix of experience, skills and knowledge.
- Support the safety and well-being of emergency staff, given the increased risks of an emergency environment.
- Implement HR policy and systems to meet operational requirements and local laws.
-

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First Responders

Principal Emergency Services (PES) provide 24/7 rapid response in case there is an existing or potential threat to life or safety. PES consist of:

- KAUST Fire Department (KFD)
- Security Department
- Ambulance/paramedic (KH)

Emergency Support Functions (ESFs)

The Emergency Support Functions (Response Departments) **in *Figure 11*** below provide support, resources and services (on an operational level) that are most likely needed in response to incidents or emergencies impacting or potentially impacting KAUST community and/or essential or critical University services or infrastructure e.g., in case of a data breach, IT will be the Emergency Support Function (Response Department) activating the IT Department Emergency Plan/ IT Business Continuity Plan.

Emergency Support Function (ESF)	Department
Crisis Communications	Global Branding and Communication
Networks and Communications	Information Technology
Utilities (electricity; potable water; chiller; back-up power; wastewater, desalination)	Facilities Management
Health & EMS & Community Volunteers	Community Life
Search & Rescue / Fire Fighting	Health Safety & Environment
Physical Security & Traffic Regulation	Security
Emergency Management	Health Safety & Environment
Sheltering, Housing & Community Services	Community Life
People Wellbeing	Human Resources
Health & Safety	Health Safety & Environment
Hazardous Materials /Environment	Health Safety & Environment
Government Relations	Government Affairs
Research Safety Team	Health Safety & Environment
Transportation	Community Life
Business Continuity	Finance
Procurement and Logistics	Finance
Student Services	Student Affairs
The KAUST Schools (TKS)	Community Life
Major Research Infrastructure	Core Labs & RI & Lab Equipment Maintenance (LEM) & Coastal and Marine Resources (CMR)
Marine Safety – Marine Leisure Activities	Coastline

Figure 11 – Emergency Support Functions (ESFs)

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HSE Emergency Management

Responsible for implementing a comprehensive *Emergency Management Plan*, facilitating its related activities across the University and aligning with best practice and international standards.

Department and Division Heads, Research Center/ Associate Directors

Department Emergency Plan owners are responsible for ensuring that *Department Emergency Plans* are maintained in their respective areas of responsibility and align with the KAUST Emergency Management Plan.

Business Continuity Management

Role: To advise EOT / UEC or KC2 members on Business Continuity related information and relate this detail to the incident.

Responsibilities:

- As requested by EOT or UEC, provide advice and continuity related data to support decision making.
- Advise and support the EOT and UEC in implementing pre-determined continuity strategies to enable a structured and timely response to any incident.
- Liaise with EOT representatives to support Department/Division level Business Continuity Plan activation.
- Guide strategy implementation of continuity activities across the University.
- Advise on the current capability of the University to address the business need, as a result of an incident, and to present this information to the EOT or UEC.
- Present pre-identified critical processes to assist in the prioritization of resources to allow a pre-determined level of service to be resumed; and
- Assess and act upon information from a Business Continuity context during an incident.

Departmental Business Continuity Coordinators

Role: Coordinate actions of Functional BCPs under their command in line with strategies put forward by EOT / UEC or KC2.

Responsibilities:

- Establishing a line of communication to Functional plan owners and becoming a link between the EOT and operational teams.

- Requesting damage assessment / situation report from plan owners, as to how the incident has affected their operations.
- Passing on combined damage assessment / situation report back to EOT representative; and
- Provide ongoing information up and down the line of communication as the incident develops.

Functional Business Continuity Plan Owners

Role: Conduct the activities in the Functional BCP, reporting damage assessment along with the function's requirements from a BC perspective.

Responsibilities:
- Respond to request from EOT or Departmental Coordinator and provide damage assessment / situation report.
- Activate plan if pre-identified criteria are met, or in response to a request from the EOT; and
- Follow checklist in the plan and adapt as the incident requires.

13. Emergency Operations Center (EOC)

The Emergency Operations Center (EOC) serves as the coordination hub for an incident response. This facility provides a central intelligence arena for Emergency Operations Team (EOT) to gather critical information, coordinate response activities, and manage personnel as the emergency situation dictates.

EOCs serve several main functions within NIMS Command and Coordination:
- Information management: collecting, analyzing, and interpreting information from various sources and sharing essential information.
- Resource Management: coordinating support for resource needs and requests.
- Planning: coordinating plans and determining current and future needs.

Virtual EOC

It is highly likely for an EOC to be established virtually and strong consideration must be given. to the concept of establishing a "Virtual EOC". In certain circumstances it may not be possible for all required, or indeed any members of the EOT to physically make it to the EOC location. Such circumstances may include an incident of such danger or physical barriers to transport to the EOC, e.g., extreme storm, earthquake, active terrorism, community wide gas leak etc. During such incidents provisions for the EOC

LOCATION OF EMERGENCY OPERATIONS CENTERS (EOC)	
VIRTUAL EOC	High probability that the EOC will be established virtually – Zoom.
PRIMARY	Level 2 Conference Room, CSOB, Central Services District, Room 245
SECONDARY	Security HQ, Central Services District, Ground Level Conference Room
TERTIARY	KAUST Research & Technology Park HQ, Ground Level Conference Room
MOBILE	Mobile Command Vehicle located at KAUST Fire Station

Coordination should include:

Figure 12 – EOC Locations

- A prearranged conference call facility (Zoom or WebEx), accessible for all EOT members.
- A schedule of agreed contact times for updates.
- A resilient communications package (WhatsApp groups as required) to include all EOT. members.

Primary and alternate locations for the EOC are identified in **Figure 12** below. A safe location equipped with effective technology allows for communication with staff and response teams. In certain circumstances, like a university-wide evacuation, it may be necessary to operate the EOC from a Mobile Command Vehicle, or a Virtual EOC. It is critical that all persons with emergency response responsibilities are familiar with these locations.

In a major event the Incident Commander, will determine if the EOC is to be activated and, if activated, which members of the EOT will be summoned and to which EOC location. Notification of EOT will be made using ***the HSE and 911 Command and Control notification system.***

It is critical that the EOC be supplied with power, robust communications systems, computer terminals/WIFI, CCTV link, and emergency planning documents, etc. Communications systems must be fully compatible with each other and provide resilient communications coverage over all areas of campus. The HSE Department is responsible for assuring that the primary and alternate EOC locations are properly equipped and maintained in a state of readiness.

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14. Delegations of Authority

This Emergency Management Plan (EMP) is endorsed by the President's approval of the Emergency Management Policy and this Plan is administered by HSE Emergency Management. The Plan and referenced documents will be reviewed at least every three years or more frequently, if required, and recommend such revisions as it deems to be appropriate.

Any directions given by the SAUDI Government (National Guard, Coast Guard or Ministries of Government) during a declared state of emergency, takes precedence over those of KAUST.

The University President has the highest authority and delegates authority to the teams within the KAUST Incident Management Structure to take all steps necessary to protect life, prevent or limit further injury, prevent or limit harm to the environment and University infrastructure and assets, and to protect the University's core business of research and teaching in the lead up to, during and directly after an emergency event.

The President delegates authority to members of the KAUST Incident Management Structure as follows:

- The Incident Commander is delegated with the full authority to make decisions as required and respond appropriately, noting the requirement to advise the University Executive Committee (UEC) of the decisions made as soon as practical.
- The University acknowledges that, during an event, first responders must make decisions and take action to protect life, prevent or limit further injury, prevent or limit harm to the environment and University infrastructure and assets, noting it is likely that first responders may be KAUST security and trained staff.
- Accordingly, the President delegates authority to first responding staff to make decisions and take actions believed to assist with the successful resolution of the situation, or until such time as the KAUST Emergency Management System is activated and operating effectively, whichever occurs first.
- When the KAUST Emergency Management Structure is activated, the President approves the release of staff from their regular duties for the duration of the staff member's involvement.

Emergency Support Function Leader or Designee - Responsible for the Affected Functional Area

The most senior manager or designee of the Emergency Support Function (Response Department) responsible for the functional area affected by the actual or potential emergency, will join the EOT as the Subject Matter Expert under the authority of the Incident Commander and activate the Emergency Support Function (Response Department) Plan and/or Functional, Departmental or Divisional Business Continuity Plan as required.

The predesignated responsible leader (most senior level operations individual) or designee responsible for the Emergency Support Function for specific affected functional areas, is specified in *Figure 13* below. This would ensure that the person representing and heading the Emergency Support Function pertaining to the affected functional area during an emergency, has thorough operational knowledge and experience within the affected area.

DEPARTMENT RESPONSIBLE FOR THE EMERGENCY SUPPORT FUNCTION OF AN AFFECTED FUNCTIONAL AREA	
Emergency Category	**Predesignated Responsible Department**
Technological Incidents: Fire, Explosion, Hazmat, Transportation & Marine Incidents etc. *Natural Incidents:* Adverse Weather, Flooding, Earthquakes, Storms, Environmental Incidents etc.	**HSE**
Technological Incidents: Utility Outages	**Facilities Management**
Civil Incidents: Pandemics, Mass Casualty Events (Non-Trauma), Loss of KAUST Health Facilities, Major Schools Incidents *Natural Incidents:* Mass Evacuation Incidents	**Community Life**
Civil Incidents: Acts of Terrorism, Acts of Violence, Bomb Threat, Civil Unrest, Hostage Situation Incidents, And Active Shooter etc.	**Government Affairs**
Civil Incidents: HR/IR Unrest, Mass Staff Attrition	**HR**
Technological Incidents: Loss of Payroll Systems, Business Continuity and Recovery Issues etc.	**Finance**
Technological Incidents: Loss of Communications, Cyber Attack Incidents etc.	**IT**
Civil Incidents: Student Unrest etc.	**Academic Affairs**

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Civil Incidents: Loss of Research Areas (Recovery), Loss of Research Partners, Loss of Research Faculty, Loss of Intellectual Property	**Research**

Figure 13 – Department Responsible for the Affected Functional Area

15. Hazard Vulnerability Analysis & Enterprise Risk Management

Implementation of an annual Hazard Vulnerability Analysis (HVA) provides a systematic approach to recognizing hazards that may affect demand for the University's services or its ability to provide those services. The risks associated with each hazard needs to be analyzed to prioritize planning, mitigation, response and recovery activities. The HVA serves as a needs assessment for the Emergency Management program. This process should involve University stakeholders.

A hazard vulnerability analysis is a process for identifying technological, natural and human-caused hazards and the direct and indirect effect these hazards may have on KAUST and community. An HVA provides KAUST with a basis for determining the potential demands on emergency services and other resources that could occur during a crisis so that effective preventive measures can be taken, and a coordinated disaster response plan can be developed.

Risk Assessment and methodology is an in integral part of the Business Continuity function. The Business Continuity function is part of the Office of Risk Management, along with Risk and Insurance teams. The mandate of the Business Continuity team is to facilitate the BC program. By establishing the BC Policy and providing Guidance, Oversight, Integration and Facilitation, ensuring a collaborative approach with all the key players.

The KAUST Business Continuity program splits its BC plans into three distinct levels of planning, consisting of Functional, Departmental or Divisional, and University.

This ***University Business Continuity Plan (BCP)*** is an Enterprise level BC plan and can be utilized by the EOT and UEC or KC2 to inform the decision-making process during an incident by utilizing the following summarized University BC plan information.
- KAUST Business Continuity Requirement and Capability.
- Prioritization of particular critical and essential business functions, including critical processes and activities, to assist relevant level of command and control.
- Key University IT Systems and Software, dependencies, resources and critical supply chain. and

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- High level Business Continuity Strategies, which minimize the impact of an incident.

Priority Services and Activities - The **University BCP** provides a list of the divisions, which have been considered and assessed when establishing the priority services and activities. Services and activities are prioritized via Business Impact Analysis as outlined in the University BCP.

Emergency Management in collaboration with Enterprise Risk Management to conduct and annually review the Hazard Vulnerability Analysis (HVA). The HVA provides a systematic approach to recognizing hazards that may affect KAUST's operations or its ability to continue those services. The risks associated with each hazard are analyzed to prioritize planning, mitigation, response and recovery activities. The HVA serves as a needs assessment for the Emergency Management program. Risk assessments to be kept up to date for each department functional area and from its own perspective. This information feed into the corporate risk assessment process undertaken and documented by the Office of Enterprise Risk Management, within the Finance Department. The relevant outcomes from this process are incorporated into each departments' Functional Business Continuity Plans and feed into the overall University Business Continuity Plan (BCP).

16. Training & Exercises

A template for running Emergency Management Training Exercises has been developed and adopted, see **Appendix B.** This process includes Emergency Planning and Management Exercises / Workshops / Table-tops, to include Briefing, Delivering, De-briefing and Recording. This activity is planned and governed by HSE Emergency Management, serving a coordinated approach from all Emergency Support Functions. This has the advantages of ensuring exercises are being run safely, efficiently and will provide shared organizational learning.

The training and testing will also include the Emergency Operations Center/s activation and operations, ensuring a full awareness and compliance of senior responsible personnel during an emergency or crisis. Business Continuity Management and Recovery aspects shall be included as part of this training, depicting the most efficient routes to return of normal business operations.

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17. Review of the Emergency Management Plan

KAUST HSE is committed to the continual review and improvement of this plan. As such this plan will remain an evolving document. The plan has been designed in the format of a loose-leaf binder to facilitate the inclusion of any such amendments. Subsequent issues will be in electronic format and each update will be given an issue number with the last issue being the active document, each holder of a hard copy must ensure they update their issue accordingly.

Internal Review Process

An internal review of the EMP will be undertaken by KAUST HSE Department on an annual basis.

The responsibilities of the designated office shall be to:
- Update the details of individuals that hold key positions and risk holders in the EMP.
- Update names and numbers of service providers, utility companies, private companies and external stakeholders etc.
- Review current risk assessments and update as required.
- Support the exercise program as laid down by Emergency Management.
- Post the plan on the HSE website.
- Collate details of changes to the appendices, annexes and/or sub-plans and notify all persons / agencies on the distribution list.

18. After Action Reviews & Reports

After Action Review Reports incorporate best practices gleaned from After Action Reviews to decrease the likelihood of an event or crisis and reduce the loss of life and property damage related to an event or crisis, particularly those that cannot be prevented.

KAUST Contractors shall provide an After-Action Review Report within 30 days of the occurrence of an incident or emergency.

After Action Review Report means the formal report that analyzes Contractor's response to and management of an Incident or Emergency.

The After-Action Review Report shall consist of the following Information:

(a)   Identification of the nature of the incident or emergency that occurred.

(b)   A description of how the incident or emergency occurred,

(c)   The root cause analysis of the incident or emergency.

(d)   An assessment of Contractor's response to the incident or emergency.

(e)   Identification of any potential areas for corrective action and improvement.

(f)   Description of any ways to improve Contractor's response and management of future incidents or emergencies; and

(g)   A Plan for Contractor's completion of the corrective action steps and improvements with timelines.

19. Coordination with External Entities

This Emergency Management Plan must be cognizant of and pay respect to other internal and external emergency plans which may provide assistance to KAUST in times of crisis. This plan should be periodically reviewed in relation to interoperability with those of any external agencies where arrangements may be in place to provide an external response or mutual aid, including but not exclusively to the:

- Civil Defense
- National Guard
- The Red Crescent
- The Coast Guard
- Government Agencies
- Private Fire / Rescue Services
- National Power and Utility Providers
- Private Power and Utility Providers
- Service Providers and Contractors

This plan must through collaboration and testing also be aligned with all other KAUST Resilience plans so as to ensure a coordinated approach to preparedness and response to all types of emergencies at KAUST. This will include the KAUST Security Plans, KAUST Health Disaster Plan, TKS Emergency Plans and all Department Functional Business Continuity Plans, Resilience and Recovery arrangements in place.

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20. Vulnerable Populations - Emergency Provisions

KAUST is committed to helping all residents who were affected by disasters impacting KAUST. That includes anyone requiring specialized assistance. This guidance is intended to ensure that individuals who have access and functional needs receive equal assistance before, during, and after a disaster or public health emergency.

Simply put, people with access and functional needs includes individuals who need assistance due to any condition (temporary or permanent) that limits their ability to act. To have access and functional needs does not require that the individual have any kind of diagnosis or specific evaluation.

Individuals having access and functional needs may include, but are not limited to, individuals with disabilities, seniors, and populations having limited English proficiency.

21. Failure to Comply

Members of KAUST have a responsibility to understand and follow this Procedure and are expected to comply with it. A violation of this Procedure may result in appropriate disciplinary action, including the possible termination from KAUST.
Please refer to the Disciplinary Policy and Procedure and Graduate Student Handbook.

22. References:

- Emergency Management Policy
- KAUST Crisis Communications Plan
- KAUST University Business Continuity Plan 2020
- KAUST Department Emergency Plans

23. Additional Resources:

- ISO 22320, Guidelines for Incident Management, Second Edition, 2018-11
- FEMA Guide for All-Hazard Emergency Operations Planning
  https://www.fema.gov/pdf/plan/slg101.pdf
- The FEMA Disaster Preparedness Guide for Older Adults
  https://www.ready.gov/sites/default/files/2023-09/ready-gov_disaster-preparedness-guide-for-older-adults.pdf
- National Incident Management System (NIMS), Third Edition October 2017
- NIMC ICS Forms
- International Association of Emergency Managers

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24. Appendices

Appendix A: Emergency Hazard Categories

Appendix B: Level of Emergency

Appendix C: Emergency Management Exercise Template
Appendix D: Emergency Operations Team (EOT) Selection Criteria
Appendix E: Vulnerable Populations – Emergency/Disaster Preparedness

Appendix A: Emergency Hazard Categories

All Hazards Categories

Natural
Meteorological: Hurricane, Flooding, Tornado, Winter Storm **Geological:** Earthquake, Tsunami, Volcano **Biological:** Pandemic Disease, Illness
Technological
Information Technology: Lost Data, Loss of Connectivity, Hardware Failure, Cyber Attack, Radio Communication Outage, Data Center Services Outage, External Connectivity Outage, IT Infrastructure Failure, IT Network Outage **Utility Outage:** Communications, Electrical Power, Water, Gas **Fire/Explosion:** Fire (Structure, Wildland), Explosion (Chemical, Gas) **Hazardous Materials:** Radiological Accident, Hazardous Material Spill, Off-Site Incident **Chain Interruption:** Supplier Failure, Transportation Interruption
Human-caused hazards

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Accidents: Transportation, Workplace, Rescue, Structural, Mechanical

Intentional Acts: Labor Strike, Workplace Violence, Cyber Attack, Active Shooter and Other Acts of Terrorism

Appendix B: Level of Emergency (Examples)

Example of Incident	Emergency Category Level
Small Fire, limited to one residential or small property with little chance of spread. – No serious injuries	Minor
Small Hazardous Materials/Substance/Gas spill/leak/release easily contained – Small leak, less than 0.5M², easily contained with Lab Spill Kit. – No serious injuries	Minor
Minor Motor Vehicle Accident. Limited to a couple of vehicles and little infrastructural damage – No serious injuries	Minor
Large residential or industrial fire involving reasonable damage and spread, but not impacting on core operations. – No serious injuries	Moderate
Moderate sized Hazardous Materials/Substance/Gas spill/leak/release, moderate sized leak, less than 1M², requiring Emergency Services Service to contain. – No serious injuries	Moderate
Moderate Motor Vehicle Accident, involving a number of vehicles and/or some infrastructural damage. – No serious injuries	Moderate
Large Fire/Explosion, involving substantial property with high chance of spread and/or impacting on core operations. – Serious injuries/fatalities	Major

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Major Hazardous Materials/Substance/Gas spill/leak/release, large leak, greater than 1M², requiring substantial support services to contain, causing environmental impact and disruption to services. – Serious injuries/fatalities	**Major**
Major Motor Vehicle Accident, involving a number of casualties, vehicles and/or some infrastructural damage. –Serious injuries/fatalities	**Major**
Major and Prolonged Utilities Outage (Power, water supply, chilled water, communications, IT), causing major impact on business operations	**Major**

Appendix C: Emergency Management Exercise Template

		Emergency Management Exercise Template	
Planning Stages	1	Introduction, reason and requirement for the exercise	
	2	Finance / Budgetary requirements	
	3	Planning Group involved	

	4	Exercise Type decision -
		  1. Seminar / Workshop
		  2. Table-top
		  3. Live	

	5	Exercise Design –
		  1. Aim – The reason and requirement you are carrying it out.
		  2. Objectives – What do you want to test and what outcomes you want? – Must be "SMART."
		  3. Scenarios – A credible type of incident to base your exercise on
		  4. Injects – An incremental development of the scenario to test participants further on wider issues	

	6	Location – Where to hold it and what permissions are required?	

	7	Safety and Welfare arrangements –
		  • All participants must be kept safe.
		  • Planning for the welfare of all participants	

	8	Exercise Control –
		  • Exercise Duration
		  • Exercise Director – Final say in Exercise Start and Termination
		  • Exercise Facilitators
		  • Exercise Evaluators
		  • Exercise Observers
		  • Exercise Safety Officers
		  • Command Words
		  • Communications
		  • Key Role Identification	

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During Event	9	Briefing – Bringing together all stakeholders prior to the exercise to ensure full understanding of objectives, roles and full commitment
	10	Hold the event – • On agreed date • At agreed location • Adhere to timeframe
Post Event	11	Debriefs – • "Hot Debrief" on the day to identify any safety critical issues. • "Formal Debrief" on a date agreed post exercise and invite participants and evaluator's comments in advance
	12	Exercise Report: Review, Revise & Record (3 Rs) – Based on the Exercise Debrief and Evaluation • Compile and distribute Exercise Report • Review future operations requiring changing. • Record all changes and updates

Appendix D: Emergency Operations Team (EOT) Selection Criteria

Emergency Operations Team (EOT) – Selection Criteria	
Education	Not Specified. Bachelor's degree or higher qualification is a preference.
Training - Internal	EOT Induction Training (Emergency Management) – to be completed prior appointment as EOT member.
Training - External	Introduction to the Incident Command System, ICS-100 (FEMA) – to be completed after appointment as EOT member. IS-200: Basic Incident Command System for Initial Response, ICS-200 is a preference.
Experience	Management of people and processes. Prior experience in incident management is a preference. KAUST institutional knowledge is a preference.

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Skills	Effective communicator
	Resource management - resourceful
	Problem-solving
	Organizational skills
	Confidentiality
Characteristics	Proactive and decisive
	Calm and objective
	Quick thinking
	Adaptable and flexible
	Realistic about personal limitations
	Team player

Appendix E: Vulnerable Populations – Emergency/Disaster Preparedness

Emergency/Disaster Preparedness
People with disabilities and older adults can take the following steps to prepare for future emergencies/disasters: - Create a support network - Keep a contact list of those who can help you in an emergency. Store it in a watertight container in your emergency kit or on your electronic devices.   - Have additional power sources - Make sure you have a charger with your electronic devices; a portable charger is ideal.   - Plan for accessible transportation - With enough advanced notice, plan ahead for accessible transportation you may need for evacuation or getting around during or after a disaster.   - Organize and protect your prescriptions, over-the-counter drugs and other medications - Consult with your physician to find out the best ways to get refills from alternative

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locations.

- Consider your service or support animal - You will need to plan for food, water and supplies for your service or support animal. You may have to educate other shelter residents and staff on the important role your animal plays to support you.

During and After a Disaster, if you are able, take these actions immediately.

- Reach out - As soon as possible, contact friends and/or family members and let someone know where you're located and the state of your health.

- Assess your needs - Determine if your treating physician needs to be notified of any new injuries or acute care needs for existing conditions. While immediate treatment is important, care coordination and medical history also need to be considered.

- Be aware of risks - Take steps to keep germ and infection risks to a minimum, especially when providers/caregivers are handling catheters, syringes, food or any item with which you may come in contact. Remember COVID-19 is still a risk.

- Call for assistance - Vulnerable Populations should call KAUST 911 CCC (911 on landline or 012 808-0911 on mobile) to mobilize assistance in case of the following scenarios:

  o Rely on electricity to operate medical equipment.
  o Need transport services to evacuate due to a medical condition.
  o Require help getting medication during a disaster.

The FEMA Disaster Preparedness Guide for Older Adults

This guide is intended to support older adults and their caregivers in preparing in three easy steps: assess your needs, create a plan and engage your network. The guide provides easy-to-read, user-friendly worksheets that walk individuals and caregivers through a self-assessment to identify specific needs and checklists that create a personalized plan. See below link to the guide.

https://www.ready.gov/sites/default/files/2023-09/ready-gov_disaster-preparedness-guide-for-older-adults.pdf

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EMERGENCY RESPONSE PLAN

(PART 2A OF 3)

EOT

(EMERGENCY OPERATIONS TEAM)

EOT Activation, *All Hazards* Action Guides and Checklists

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EMERGENCY MANAGEMENT PLAN (EMP) LAYOUT

Part 1: Background

Part 1 of the EMP outlines the overall context by which KAUST will manage incidents and emergencies affecting the University. This include the emergency management concepts, systems and structures to be utilized.

Part 2A: EOT Emergency Response Plan

The EOT (Emergency Operations Team) Emergency Response Plan outlines the *tactical* level response that provides more operationally focused guidance essential for taking command of the emergency. The EOT implement emergency response procedures, activate and coordinate Emergency Support Functions to protect life, prevent or limit further injury, prevent or limit harm to the environment and University infrastructure and assets, and to protect the University's core business of research and teaching in the lead up to, during and directly after an emergency event.

Part 2B: UEC Emergency Response Plan

The UEC (University Executive Committee) Emergency Response Plan outlines the overarching *strategic* level governance, policy level decisions, institutional prioritizations, fiscal authorizations, council and support given by senior executives (thought leaders) during an emergency with the goal to ensure recovery/continuity of business operations. The UEC aims to reduce the risk exposure to KAUST as an organization and its reputation. The UEC supports existing tactical emergency response procedures to achieve this goal.

Part 3: KC2 Emergency Response Plan

The KC2 Emergency Response Plan outlines activation of the KAUST Crisis Center (KC2) in case of a university impacting circumstance, event, incident or emergency. KC2 follows the unified command approach and consists of the combined activation of the EOT and UEC members.

Appendices:

- *Hazard Specific* Action Guides (Existing guides need to be further developed by Emergency Support Functions in collaboration with Emergency Management)
- List of Emergency Support Functions (ESFs) Plans
- Contact Lists

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EOT EMERGENCY RESPONSE PLAN - TABLE OF CONTENTS

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1. Incident Levels

Figure 01 below provide a breakdown of the **levels** of emergencies, **impact**, **resources required,** and emergency management **level notified/activated**:

Level of Emergency	Impact	Resources & Capabilities Required	Incident Escalation

Minor Emergency	Minor impact on:
	• individual(s)/property
	• one location
	• contained small area:
	  o small fire
	  o incident with minor injuries.
	  o contained hazmat spill
		• KAUST Principal Emergency Services/Emergency Support Functions bring to a close
		• No need for mass emergency communications.
			911 CCC or
			Affected Department -
			➢ Escalate to EM
			➢ EM escalates to IC.
			➢ IC escalate as needed.
			➢ IC will escalate reputational risk to the UEC

Moderate Emergency	**Moderate impact** on:
	• Multiple individuals/properties
	• May also affect adjacent areas and infrastructure e.g., pluvial flooding impacting operations.
	• Disruption (less <48-Hours) of essential services
	  o IT network outage
	  o Water supply failure
	  o Power outage
		• Requires a coordinated approach by management and response personnel.
		• Requires additional resources.
		• Activation - EOT/UEC as needed.
		• Activation - Crisis Communications Plan
		• Mass emergency communications
			911 CCC or
			Affected Department -
			➢ Escalate to EM
			➢ EM escalates to IC.
			➢ IC activate EOT.
			➢ IC escalate to UEC.
			➢ President or designee activate UEC as needed.
			➢ IC brief EOT/UEC

Major Emergency	Major impact on KAUST Threatens: • Death/serious injury • Prolonged disruption (greater > 48-Hours) of essential services • Cyber attack • Pandemic • Act of terror • Envir. disaster • Natural disasters • Major fire/explosion • Reputational damage	• Beyond the normal capabilities of KAUST Emergency Services and resources • Requires significant coordination of additional internal and external resources. • Mass emergency communications	Incident Commander - ➢ EOT & UEC notification ➢ KAUST Crisis Center (KC2) activation (EOT/UEC) ➢ KC2 briefing

Figure 01 - Levels of emergencies, impact, resources required and emergency management level.

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2. Incident Escalation

What constitutes a situation or incident which needs to be escalated?

Situations or incidents are divided into 2 categories as per *Figure 02* below:

Category #	Status	Response	Example
I	A situation which has the **potential to escalate** and become an incident impacting essential services, resources, infrastructure, or the potential to cause serious injury or death or harm to KAUST's reputation.	• Proactive approach • More time to prepare for the potential impact	• Pandemic • Adverse weather forecast / Flood Warning
II	An incident which has occurred and impacting essential services, critical resources, infrastructure or caused serious injury or death or harm to KAUST's reputation.	• Reactive approach • No time to prepare for the impact	• **Individuals/property** • **Contained small area.** • **Individuals/property** • **May further impact adjacent areas/services.** • **Threatens death or serious injury.** • **Disruption of essential services**

Figure 02 – Situation/Incident Escalation

Once one of the above situations or incidents is recognized, it is escalated using the Situation/Incident Escalation Flow Chart in *Figure 03* below.

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SITUATION/INCIDENT ESCALATION FLOW CHART

Situation or Incident

Requiring Emergency Services? Yes/No?

No e.g. Cyber Attack

1. Affected Department's staff escalate to Department Leadership
2. Department Leadership's appraisal of emergency
3. Escalation to Emergency Manager

Yes e.g. Explosion

911 CCC Receive Emergency Call

1. Dispatch resources
2. Notify Emergency Manager

On Scene Commander

1. Establish Incident Command Post
2. Appraisal of emergency
3. Update Emergency Manager

Emergency Manager

1. Gather information on current situation and key issues
2. Escalate to IC

Incident Commander

1. Assemble core members of EOT and required SME's
2. Site survey/appraisal if needed
2. IC Notify/Brief UEC

Decision to Declare Minor, Moderate or Major Emergency

Minor Emergency

1. Principle Emergency Services / Department bring to close
2. IC escalate as needed

Moderate Emergency

1. IC Activate EOT
2. IC Brief UEC
3. UEC Assembly as needed

Major Emergency

KC2 Activation

Figure 03 – Situation/Incident Escalation Flow Chart

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3. Declaration of Emergency

Who has the Authority to declare an emergency?

The following persons has the authority to declare an emergency:

- President or designee
- Incident Commander or designee
- Emergency Manager or designee

KC2 follows a "Unified Command" approach and is inclusive of the EOT & UEC. Refer to the KC2 Crisis Management Plan (Part 3 of 3 of the Emergency Management Plan) for KC2 activation.

When is an emergency declared?

Authorized persons may declare an emergency when the following circumstances prevail:

- Advance Warning – A situation which has the **potential to escalate** and become an incident impacting essential services, resources, infrastructure or the potential to cause injury or death or harm to KAUST's reputation e.g., pandemic outbreak.
- A situation or incident impacting essential services, resources, infrastructure or the health and safety of the KAUST community, which requires a coordinated incident response to bring to a close e.g., extended utilities outage, extended IT network outage, fire, explosion, hazardous materials spill or health emergency.
- A situation or incident impacting KAUST beyond the normal response capability of existing resources; (e.g., complete IT network outage, major cyber-attack, aircraft crash, major natural disaster, health pandemic, major utilities outage etc.). The scale, extent and duration of the incident requires the activation of specific additional measures.
- On receipt of a message of a declared emergency by an authorized officer of any of the following:

  - The National Police
  - The National Guard
  - The Civil Defense
  - The Department of Public Health
  - The Coast Guard
  - A Government Department

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During an emergency the Incident Commander (IC) may direct:
- The closure of part or all of KAUST facilities.
- The evacuation of any University building or open space.
- The suspension of university operations.
- The activation of the Department Emergency Plans & Business Continuity Plan(s).

How is the emergency declared?

Situations or incidents which does not require Principal Emergency Services response e.g., a cyber-attack or major utilities outage will be reported by the affected Department staff to the HSE Emergency Manager or designee for escalation to the Incident Commander (IC). The IC will make an appraisal of the situation and declare an emergency if the circumstances require a coordinated response and therefore activation of the EOT. The IC or designee will instruct 911 CCC to trigger the mobilization procedure (mobile call system) to activate the EOT using the standardized emergency activation message in *Figure 04* below. 911 Command and Control Center staff will be trained to accept a message requesting the declaration of an emergency from authorized persons only.

- The authorized person declaring the emergency need to give clear instruction to 911 CCC pertaining to the specific levels of the Emergency Management Structure to be activated e.g., EOT / UEC or KC2.
- The authorized person declaring the emergency need to be clear on the activation of the KAUST mass notification alert system.
- Situations or incidents which threaten death or serious injury require activation of the KAUST mass notification alert system.
-

Emergency Declaration Call to 911 Dispatch
"This is _____ *(Name & Position)* _____. Password is _____. A _____ *(type of incident)* _____ has occurred / or is imminent at _____*(location)*_____. As an authorized officer, I declare that an emergency exists. Proceed with emergency notification of _____ (EOT/UEC or KC2) as per the mobilization procedure."

Figure 04 – Emergency Activation Message

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4. EOT Activation & Notification

When is the EOT activated?

The EOT is activated by the Incident Commander and the **EOT Emergency Response Plan** is implemented when it is apparent to the Incident Commander that a situation or incident has the potential to, or have a

- moderate or major impact on KAUST community, property, essential services, critical resources, infrastructure, operations or reputation of KAUST and or,
- require a coordinated approach to bring to a close and or,
- may require additional support and/or resources.

It is always possible that a minor situation or incident may escalate, triggering the Incident Commander to activate the EOT and brief the UEC.

In case of a university impacting situation or incident, the Incident Commander will brief the UEC and the UEC Chair will make the decision to activate KC2 (Unified Command).

EOT Notification Procedure

911 CCC by authority of the Incident Commander or designee notifies EOT members of the EOT activation. 911 CCC will notify each EOT member via a phone call. See notification procedure below:

- 911 Command & Control Center is to maintain an emergency contact list for the EOT members and maintain a procedure for notifying the EOT members.
- Once the Incident Commander makes the decision to activate the EOT, the EOT members should be called via phone and provided with a brief description of the situation as well as information about location and access to the EOC.
- EOT members should confirm their estimated time of arrival if not attending virtually.
- Those asked to locate members of the EOT must act deliberately and immediately.
- If primary contacts cannot be reached, the designated secondary or tertiary designate shall be contacted.
- The name(s) and information of EOT members responding must be forwarded to the IC.

What does the declaration of an emergency trigger?

The Emergency Management Plan (EMP) is activated concurrently with the Declaration of an Emergency by an authorized member of KAUST management and triggers the following:

➢ EOT Emergency Response Plan (including the Crisis Communications Plan)
➢ UEC Emergency Response Plan
➢ All Hazard Action guides.
➢ Hazard Specific Action Guides depending on the nature of the incident.
➢ Emergency Support Functions (ESFs) will be activated based upon the nature and scope of the event and the level of coordination and support the emergency response required.
➢ Mobilization of additional resources as necessary to ensure an effective and coordinated response is depending on the nature of the incident.
➢ The IC will request for notification of the Subject Matter Experts (SMEs) responsible for the activated Emergency Support Function(s).
➢ SME(s) will in turn virtually attend or mobilize to the EOC at the request of the IC.

What are the Levels of EOT activation?

The EOT will be activated according to the level necessary to provide tactical support and coordinate emergency operations. See *Figure 05* below.

Level #	Name of Level	Description
I	**Increased Readiness / Limited Activation** (Notification of UEC)	**Developing situation** • Monitored • Hazard Identification and Risk Assessment (HIRA).
II	**Partial Activation** (briefing/activation UEC)	**Moderate Emergency** • Individuals/property • May further impact adjacent areas/services. • Moderate/serious injury
III	**Full Activation**	**Major Emergency** • Threatens death or serious injury. • Prolonged disruption of essential services • KAUST-wide impact

Figure 05 – Level of EOT/UEC/KC2 Activation

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See below agenda template for the first EOT meeting with important points to cover:

AGENDA FOR FIRST EOT MEETING	
Item	**Action**
Incident Commander Briefing	• Verify attendance of EOT Command Staff and General Staff activated. • Establish Information Management System
Analysis of Impact – "*The Recognized Current Situation*" & "*Key Issues*"	• Updates by EOT Functions – FACTS and Impacts • Evaluate the scope of the incident or circumstance and its implications (Injuries, existing threats, critical services or infrastructure impacted. • Determine if existing resources are coping. • Determine additional resources and or specialist equipment required. • Observe the welfare of the KAUST community

Objectives – "*Tactical Aims/Priorities & "Actions"*
 	
Resources
	• Determine objectives
	• Define and prioritize these objectives
	  - Minimize the potential impact of the incident or circumstance.
	  - Maintain mission critical activities.
	  - Instill and maintain trust and confidence of the KAUST Community
	  - Minimize the potential impact on KAUST reputation.
	• Identify resources needed.
	• Activate required Emergency Support Functions and mobilize Subject Matter Experts
	• Request for external support if needed

Communication Strategy	• New developments and updates to KAUST Community, Research Park Tenants • Service Providers / Key partners • External Stakeholders
Any Other Business	• Set time for next EOC meeting

5. EOC (Emergency Operations Center)

When is the EOC activated?
The EOC is activated when the IC activates the EOT.

Where is the EOC located?
Primary and alternate locations for the EOC are identified in **Figure 06** below. The IC will decide which location will be used. The most likely option will be establishing a **Virtual EOC.** In certain circumstances, like a university-wide evacuation, it may be necessary to operate the EOC virtually or from a Mobile Command Vehicle. All persons with emergency response responsibilities must be familiar with these locations.

Table 06 – EOC Locations

LOCATION OF EMERGENCY OPERATIONS CENTERS (EOC)	
VIRTUAL	Zoom / WebEx / Conference Bridge
EOC 1 PRIMARY	CSAB, Level 2, Conference Room 245 (Central Services District) https://goo.gl/maps/TzsbCXXKD61HoTWw8 (For 24/7 access, call CSAB Key Control: 808 5319 or Lock-Out Hotline: 012 808 3111)
EOC 2 SECONDARY	Security HQ, Ground Level Conference Room (Central Services District) https://goo.gl/maps/7TfAXDNGUNbjMPfN9 (Conference room kept unlocked)
EOC 3 TERTIARY	KAUST Research & Technology Park HQ, Ground Level Conference Room 1133 (KRTP) https://goo.gl/maps/7WHGGMB6hyjA8knEA (Conference Room kept unlocked. Lock-Out Hotline: 012 808 3111)
EOC 4 CAMPUS	Building 16, Level 3, Room 3101 and/or Room 3103

How is the EOC setup?
The EOC Setup Checklist in **Figure 07** below**,** outline the action steps to be taken and list items/equipment that should be available in setting up the EOC.

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EOC ACTIVATION CHECKLIST	✔
Unlock EOC and set up EOC staff position plaques.	☐
Mobilize AV Support – call. Mobilize Security Technologist if CCTV access required. (Call security 922)	☐
Set up audio-visual equipment and CCTV monitors if required.	☐
Set up telephones and communication equipment.	☐
Establish Information Management System – Information Management Officer	☐

Prepare & populate flipchart templates / whiteboards and post around the EOC:
 	
  - **Recognized Current Situation**
The present situation described clearly and succinctly, as a basis for coordination and decision making. To include a list of key events that informs an understanding and interpretation of the recognized current situation.
  - **Key Issues**
The important issues arising and against which the overall response needs to be constantly assessed.
  - **Strategic Aims/Priorities**
The overall aim (strategic direction) and the priority items that must be actioned in order to meet the aim.
  - **Actions**
Actions that have been decided in order to bring the situation under control, marked off and time-stamped when achieved.
	☐
	
	☐
	
	☐
	
	☐

Circulate Attendance List for signature by all attendees.	☐
Hand out stationary as required.	☐
Digitize information on flip charts and white boards for record keeping.	☐

Figure 07 – EOC Activation Checklist

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6. Crisis Communications Plan

The Crisis Communications Plan is owned by Global Branding and Communications (GBC) and an integral part of the emergency management framework.

The following content is an excerpt of the Crisis Communication Plan and focus on Section 2 of the plan – Activation.

Who activates the plan?

- Communications Officer

When is the plan activated?

In the event of a situation or incident that causes (or with the potential to cause) or threatens death or serious injury or has a direct and significant impact on the University, Its functionality, reputation, critical business activity.

Who are the designated spokespersons?

Only the following persons are authorized to speak to or engage with the media in relation to an incident or emergency:

- Communications Officer
- Liaison Officer or designee.
- A University Executive Committee member nominated by the President; or
- A member of staff nominated by the Incident Commander.

CRISIS COMMUNICATIONS TEAM

In addition to the management of command critical information during an emergency, communications to the community, the wider public and the media is also vital and should be operated in a systematic manner. **Figure 08** below lists the associated Crisis Communications Team roles and responsibilities:

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Role	Responsibilities
Communications Officer (Supported by the On Call Communications Manager)	• Function as member of EOT and Communicate with GBC team and consult with the IC on needs, priorities, etc. • Activate Crisis Communications Plan and assign roles and responsibilities listed within • Assist in setting up media center and general media management at the scene. • Carry duty telephone and answer all calls. • Maintain a fully charged telephone battery and/or carry a spare battery to be able to deal with any incident at any time. • Shall not be on leave during their on-call period. • Have a copy of this plan on their persons at all times. • Keep the EOT informed of key actions and decisions. • Coordinate GBC efforts in support of the IC and EOT representative • Represent the communications team at the On-Scene Incident Command Post • Assist and advise on Media Holding Statements and Information Communication Releases to the community, public and media where required. • Monitor, report and post on behalf of the University • Field media inquiries and report to the GBC EOT Representative about ongoing media coverage, needs, etc. • Maintain the department source for information and content. • Write, photograph, translate and publish required content. • Translation where required

Figure 08 – Crisis Communications Team Roles & Responsibilities

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CRISIS COMMUNICATIONS TEAM LOCATION & POSITIONING

The Crisis Communications Team should be located separate to the EOC to allow the Liaison Officer(s) to conduct their roles and responsibilities listed above.

Location in order of preference, dependent on location and severity of incident
1. **The GBC offices**
2. **Business continuity pre-designated alternate seating locations (see GBC BCP)**
3. **GBC staff residential premises**

Depending on the site and nature of the event, it may be preferable to have the media center near the EOC, but a Global Branding and Communications Department presence may also be required at the Incident Command Post on-scene. Working to facilitate the needs of the community and the media will help reduce the possibility of attempts at unauthorized access to the site of the emergency or other sites associated with it. Regular information releases / media briefings should be scheduled to suit media channel broadcasts. These briefings should also be used to disseminate help-line telephone numbers and necessary public information messages. Background information that has been compiled before the event can be used to inform holding statements for use during the early stages of the incident.

Escalation

The President shall, as soon as practicable, notify and keep the Board of Trustees informed of emergencies as required.

Communication with the wider University Community will be undertaken in accordance with the timelines and systems described in the *Crisis Communications Plan*.

COMMUNICATION PLATFORM

Depending on the type and duration of the emergency a full communications package will have to be designed for the most effective communication channels to reach the target audience. A range of tools and methods may include the following in *Figure 09* below:

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COMMUNICATION CHANNELS BY STAKEHOLDER	
Activation / Mobilizing:	
Emergency Services	911 Mobilizing Systems / Tetra Radios
Emergency Management Personnel	Mobile Phones
EOT Members	Mobile Phones
UEC Members	Mobile Phones
IMOs	Mobile Phones
Emergency Support Functions	Mobile Phones
Evacuation Notice:	
Staff from buildings	ALERT text and voice messages – VOIP System P.A. Systems / Warning Alarms / ALERT SMS text
Community from homes	ALERT text and voice messages – VOIP System Emails / ALERT SMS text messages
Community from streets	P.A. Systems / Warning Alarms/Social Media / TV / Radio / Mobile Patrols
Students from schools	ALERT text and voice messages – VOIP System P.A. Systems / Warning Alarms / Loud Hailers /
Community from facilities	Variable Messaging Signs / Radio / Mobile Patrols P.A. Systems / Warning Alarms / Landline Intercom
Contractors from sites	Loud Hailers / Variable Messaging Signs P.A. Systems / Warning Alarms / Landline Intercom Loud Hailers / Variable Messaging Signs / Social Media
Adjacent communities	P.A. Systems / Warning Alarms / Landline Intercom Loud Hailers / Variable Messaging Signs / Social Media / Emails / Radio / Mobile Patrols Loud Hailers / Variable Messaging Signs / Social Media / Emails / Radio / Telephones
External Communications:	
Additional support required	Landline Telephone / Mobile Phones / Email / SMS
Government Agencies	Landline Telephone / Mobile Phones / Email / SMS
Press / Media	Landline Telephone / Mobile Phones / Email / SMS / Social Media
Next of kin	Landline Telephone / Mobile Phones
Board of Trustees	Landline Telephone / Mobile Phones / Email / SMS

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King Abdullah University of
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Emergency Communications:	
During Power / I.T. Outages (Internal)	Landline Phones / Mobile Phones / Tetra Radios / Closed Radio System / Email / Satellite Phones
During Power / I.T. Outages (External)	Landline Phones / Mobile Phones / Tetra Radios / Email / Satellite Phones

Figure 09 – Communication Channels by Stakeholder

PRELIMINARY INFORMATION RELEASE

During the initial stages of an Emergency or Crisis, members of staff, the community and the media will be seeking information and this requirement should be addressed as soon as reasonably practicable with the use of pre-approved Information Release Templates. Templates should include: 1. An Introduction, 2. Precautionary Measures, 3. Logistics Information and 4. Follow Up Information. Samples of these type of templates are contained within the Crisis Communications plan and in *Figure 10* below.

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King Abdullah University of
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EMERGENCY INFORMATION RELEASE TEMPLATE

To: KAUST Community Information Release

Re: Incident Occurring at KAUST on 00th of XXXXXXX 20XX at XX.XX Hrs. KSA Time

1.   Introduction

What is the subject of the communication?

Update on Weather Conditions and Services at KAUST

Who are we addressing?

Dear KAUST Community,

What is the nature of the incident?

Over the past several hours, KAUST has experienced a significant amount of rainfall. While we do not anticipate any further heavy rains, many streets within the community are flooded. Our drainage system is operational and additional pumps have been dispatched to flooded areas to bring the streets back to normal.

2.   What are the precautionary measures?

For your safety and the safety of others, please avoid entering any areas full of water, as flooding can create hidden dangers that are not apparent to the eye.

3.   What Logistical information is necessary?

As a result of the flooding, all transportation within KAUST has been temporarily suspended until 11:00 a.m. Likewise, buses to Jeddah and Madinah have also been suspended for today as the rain pattern is proceeding south.

All community, health and retail services will be open and normal operations for all dining and recreation facilities will proceed today.

4.   How should people follow up?

For all issues requiring an immediate attention, call the Facilities Helpdesk 012-808-0959. For less urgent property damage or maintenance requests, e-mail: fchelpdesk@kaust.edu.sa. If you are experiencing minor leakage, please ensure that your balcony drains are unblocked, and clear of debris.

We will keep you updated if there are any further developments. Please continue to monitor your e-mail and The Lens for updates.

Which emergency and non-emergency numbers should we include?

- Dialing 911 from a mobile phone – Call 012 808 0911
- Dialing 911 from a KAUST landline – Call 911
- Government Affairs emergency number - +966 54 470 1111
- HR helpdesk - 012 808 2055 or +966 54 470 0277 from a mobile phone

Figure 10 – Emergency Information Release Template

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7. Information Management & Record Keeping

Information and intelligence are important in the Incident Command System (ICS).
Incident management must establish a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence. In NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

➢ All vital information must be collated, deciphered for what is important, acted upon and recorded in a systematic and standard fashion.

➢ This principle can be assisted by but does not require electronic tools and can be very effectively managed using a simple generic framework of a 4 Whiteboard System (as depicted in *Figure 11* below), just so long as this is a standardized approach across all emergency command rooms and the information contained is retained for debrief purposes.

➢ Information captured should include:
    o "Recognized Current Situation – The FACTS"
    o "Key Issues"
    o "Strategic Aims / Priorities"
    o "Actions"

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EMERGENCY INFORMATION MANAGEMENT SYSTEM	
"Current Situation – The FACTS"	**"Key Issues"**
The present situation described clearly and succinctly, as a basis for coordination and decision making. To include a list of key events that informs an understanding and interpretation of the recognized current situation.	*The important issues arising and against which the overall response needs to be constantly assessed.*
"Strategic Aims / Priorities"	**"Actions"** **(Resources Required)**
The overall aim (strategic direction) and the priority items that must be actioned in order to meet the aim.	*Actions that have been decided in order to bring the situation under control, logged and time-stamped when achieved.* *Identify the resources required to implement the incident action plan.*

Figure11: Information Management Boards

➢ Particular attention should be paid to the "Actions" ensuring that decisions and actions are followed up on, communicated, recorded and time stamped. An ***Activity Log*** as outlined in NIMS ICS standards should be kept recording these key actions.

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Activity Log (See *Appendix B*)

Purpose. The Activity Log records details of notable activities at any ICS level (EOT/ UEC/KC2), including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any After Action Review Report.

Preparation. Activity Logs can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. EOT members should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed Activity Logs are submitted to the Planning Section Chief. All completed original forms must be filed for record purposes. It is recommended that individuals retain a copy for their own records.

Information Coordinators

Given the importance attached to the information management function, trained Information Coordinators should attend at the scene and at the EOC to support the work of the On-Scene Commander, the Incident Commander and the EOT. Information Coordinators should be experienced managers who have had practice prioritizing and presenting large amounts of information. This is a stand-alone task for trained and relatively experienced managers – not "board markers". The role of the Information Coordinator is key to the success of the information management process.

- Activation of the EOT triggers the mobilization of the Information Coordinator by 911 CCC.
- The relevant emergency information must be recorded in a systematic manner by trained Information Coordinator.
- The role of the Information Coordinator is to obtain, process and present information to the main decision makers in a clear and succinct manner.
- Particular attention should be paid to Action management tasks.

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8. Emergency Action Guides

The Emergency Action Guides outline the immediate actions to be performed when an emergency or potential for an emergency is identified. Action guides are divided into the following 3 categories. See summary in *Figure 12* below:

- **All-Hazards Action Guides**
  These are generic action guides for use by:
  - EOT
  - UEC
  - KC2
  - Subject Matter Experts (SMEs)

- **Hazard-Specific Action Guides** for use by the Emergency Support Functions (ESFs) which provide *incident specific* guidance. These guides will be undergoing further development by ESFs in collaboration with Emergency Management. The guides are listed in Appendix 1 of the Emergency Management Plan (EMP).

- **Emergency Action Guide** for use by the KAUST **community** which provide incident specific guidance for individuals. The Emergency Action Guides is posted on the KAUST Portal - *Useful Links*. See link below.

  https://web.kaust.edu.sa/hse/flipbook/ERP/index.html

Type of Action Guide	For Use By	Where Is It Captured?
All-Hazards Action Guides	EOT, UEC, KC2 & Subject Matter Experts (SMEs)	Respective EOT, UEC and KC2 Emergency Response Plans
Hazard-Specific Action Guides	Emergency Support Functions (ESFs)	Appendix 1 of the EMP
Emergency Action Guide	KAUST community	KAUST Portal Home Page – *Useful Links*

Figure 12 – Summary of Action Guides

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9. EOT Checklists

These checklists serve as quick reference guides (cheat sheets) to EOT members and list important tasks to perform in case of an emergency. See the list below:

9.1   Incident Commander Checklist

9.2   Communications Officer Checklist

9.3   Safety Officer Checklist

9.4   Government Liaison Officer Checklist

9.5   Operations Chief Checklist

9.6   Planning Chief Checklist

9.7   Logistics Chief Checklist

9.8   Finance/Administration Chief Checklist

9.9   People Chief Checklist

9.10   Information Coordinator

9.11   Emergency Manager

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9.1 INCIDENT COMMANDER CHECKLIST ✅

Responsible for the overall management of the incident. Develops and implements the tactical objectives and approves the ordering and release of resources. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.	
Monitor ALERT notifications.	☐
Obtain initial briefing from Emergency Manager/Subject Matter Experts (SMEs).	☐
Appraisal of the current situation and immediate objectives	☐
Ensure that all entities impacted by the incident have been notified.	
Share available information and risk analysis data with EOT for review and feedback	☐
Assemble core EOT members and SMEs as required.	☐
Authorize protective action as necessary.	☐
Declare an emergency in case of the following: • A developing situation which has the potential to escalate and significantly impacting KAUST. • A situation or incident impacting essential services, resources, infrastructure or the health and safety of the KAUST community, requires a coordinated incident response. • A situation or incident impacting KAUST beyond the normal response capability of existing resources • Emergency declared by local government.	☐
Activate appropriate Command and General Staff positions.	
Activate Emergency Support Functions	
Conduct EOT Briefing - Provide EOT with a summary of the current situation. • Identify key issues.	☐

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• **Identify the incident objectives and priorities any policy directives for the management of the incident.** • **Identify immediate actions to bring the situation under control.** • **Determine the time and location of the first Planning Meeting.**	
Provide UEC with an update of the current situation.	
Establish parameters for resource requests and releases: • **Review requests for critical resources.** • **Confirm those orders that require UEC authorization.**	☐
Review and approve internal communication to KAUST Community	☐
Authorize release of information to the media: • **If operating within KC2, ensure UEC Chair approves the release.**	☐
	☐
Establish level of planning to be accomplished: • **Written Action Plan, including objectives and operational period.** • **Contingency planning.** • **Formal planning meeting.**	☐
Ensure planning meetings are conducted as indicated below:	☐

Agenda Item	Responsible Party
Briefing on situation/resource status.	Planning Chief/Operations Chief
Discuss safety issues.	Safety Officer
Set/confirm incident objectives.	Incident Commander
Specify tactics	Operations Chief
Specify resources needed for each responding entity	Operations Chief/Planning Chief
Specify facilities and reporting locations.	Operations Chief/Planning Chief/Logistics Chief
Develop resource order.	Logistics Chief
Consider communications/medical/transportation plans.	Logistics Chief/Planning Chief

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Provide financial update.	Finance Chief	
Discuss interagency liaison issues.	Government Liaison Officer	
Discuss information issues.	Communications Officer	
Finalize/approve/implement plan.	Incident Commander/All	

Approve and authorize implementation of the Action Plan: • **Review the action plan for completeness and accuracy.** • **Verify that incorporated objectives are clear and prioritized.**	☐
Ensure Command and General Staff coordination: • **Periodically check progress on assigned tasks.** • **Approve necessary changes to strategic goals and Action Plan.** • **Ensure that Liaison Officer is making periodic contact with participating external agencies.**	☐
Keep UEC Chair informed on incident-related problems and progress.	☐
Document all activity on the Activity Log.	☐

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9.2 COMMUNICATIONS OFFICER CHECKLIST ✅

Responsible for the formulation and release of information about the incident, as well as the point of contact for news media. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.	
Read this entire checklist.	☐
Obtain briefing from Incident Commander: • Determine the current status of the incident. • Determine point of contact for media. • Determine current media presence.	☐
Participate in UEC President's briefings. • Share the necessary feedback with the EOT.	☐
Obtain prior approval for release of all information from IC: • Confirm details to ensure no conflicting information is released. • Identify site and time for press briefings.	☐
Observe Crisis Communications Plan guidelines on the release of information provided by the IC or UEC President.	☐
Assess need for special alert and warning efforts, including the risk for a specific hazard, or operations which may need advance notice in order to shut down processes e.g., experiments at Labs.	☐
Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of a general (template) statement (like the example below this checklist).	☐
Establish location to engage media and public away from Emergency Operations Center (EOC).	☐
Establish contact with local and national media representatives as appropriate.	☐

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Establish schedule for news briefings.	☐
Coordinate the development of protective action statements with Operations.	☐
Coordinate with Planning and Logistics, for the activation and staffing of a phone bank to hand "rumor control", receive requests, and answer questions from the public. Provide IC approved statements for the operators to use.	☐
Obtain current incident status reports from Planning; coordinate a schedule for the release of IC approved updates.	☐
Release news to media and post information in EOC and other appropriate locations for EOC Command and General Staff. **• Contact media to correct erroneous or misleading information being provided to the public via the media.**	☐
Update off-site (EOC, etc.) personnel on a regular basis.	☐
Coordinate information releases with IC.	☐
Attend planning meetings and be prepared to discuss information issues.	☐
Respond to special requests for information.	☐
Provide all news releases, bulletins, and summaries to Planning (Documentation Unit) to be included in the final incident package.	☐
Document all activity on the Activity Log.	☐
Sample Initial Information Summary: *We are aware that an [incident] involving [type of incident] occurred at approximately [time], in the vicinity of [general location]. [Agency personnel] are responding and we will have additional information available as we are able to confirm it. We will hold a briefing at [location] and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials are authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.*	

9.3 SAFETY OFFICER CHECKLIST

Identifies and anticipates hazards or unsafe conditions. Develops and recommends measures to ensure personnel safety. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.	
Read this entire checklist.	☐
Obtain briefing from Incident Commander and from initial on-scene Safety Officer (if applicable). • Determine the current incident safety status and needs. • Determine incident safety objectives and recommended strategies. • Prepare Safety Message content.	☐
Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available and being used.	☐
Identify potentially unsafe acts.	☐
Consider assigning Assistant Safety Officers as appropriate: Request additional staff through the incident chain-of-command. • In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline. • Multiple high-risk incident operations may require an Assistant Safety Officer at each site.	☐
Identify corrective actions and ensure implementation. Coordinate corrective action with EOT Command and General Staff.	☐
Participate in tactics meetings: • Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.	☐
Attend planning meetings and be prepared to discuss: • Safety issues. • Accidents/injuries to date.	☐

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• Make recommendations on preventative or corrective actions.	
Investigate accidents that have occurred within incident areas: • Ensure accident scene is preserved for investigation and have law enforcement dispatched to the scene when appropriate. • Ensure accident is properly documented, including photos when appropriate. • Recommend corrective actions to IC and agency.	☐
Ensure adequate rest and meal breaks for responders.	☐
Document all activity on the Activity Log.	☐

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9.4 GOVERNMENT LIAISON OFFICER CHECKLIST	✅
Acts as the point of contact for assisting or cooperating with external agencies and stakeholders at the local and Government levels. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.	
Read this entire checklist.	☐
Obtain briefing from IC: • Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (operating in a support mode "outside" the organization).	☐
Obtain cooperating and assisting agency information, including: • Contact person(s). • Radio frequencies. • Phone numbers. • Cooperative agreements. • Resource type. • Number of personnel. • Condition of personnel and equipment. • Agency constraints/limitations.	☐
Establish workspace for Liaison function and notify agency representatives of location.	☐
Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.	☐
Interview agency representatives concerning resources, capabilities, and restrictions on use.	☐
Provide this information at planning meetings.	☐
Work with the IC and Communications Officer to coordinate media releases associated with inter-governmental cooperation issues.	☐
Monitor incident operations to identify problems, inadequate communications, and strategic and tactical direction to the attention of the EOT and UEC.	☐
Document all activity on the Activity Log.	

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9.5 OPERATIONS CHIEF CHECKLIST ✅

Develops and implements the tactics to achieve strategic objectives for the operational period. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.	
Read this entire checklist.	☐
Obtain briefing from IC: • **Determine incident objectives and recommended strategies.** • **Determine the status of current tactical assignments.** • **Confirm resource ordering process.** • **Determine the location of current Staging Area(s) and resources assigned there.**	☐
Write formal Operations portion of the Action Plan with the Planning Section Chief, if so, directed by the IC: • **Identify assignments and responsible stakeholders.** • **Identify specific tactical assignments.** • **Identify resources needed to accomplish assignments.**	☐
Conduct Operations Briefing and assign Operations personnel in accordance with Action Plan: • **Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.** • **Brief tactical elements on assignments, ordering process, protective equipment, and tactical assignments.**	☐
Organize Operations Section to ensure operational efficiency, personnel safety, and adequate span of control.	☐
Establish staging area(s) and Staging Area Manager(s) if needed.	☐
Develop and manage tactical operations to meet incident objectives.	☐
Assess life safety: • **Adjust perimeters, as necessary, to ensure scene security.**	☐

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• Evaluate and enforce the use of appropriate protective clothing and equipment. • Implement and enforce appropriate safety precautions.	
Determine need and request additional resources.	☐
Notify Planning Chief (Resources Unit) of resources which are staffed. Include the location of resources and names of leaders.	☐
Keep Planning Chief (Resources Unit) up to date on changes in resource status.	☐
Ensure coordination of the Operations Section with other EOT Command and General Staff: • Ensure Operations Section timekeeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections as appropriate. • Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion and enforce the ordering process. • Notify logistics of communications problems. • Keep Planning up to date on resource and situation status. • Notify Liaison Officer of issues concerning cooperating and assisting agency resources. • Keep Safety Officer involved in tactical decision-making. • Keep Incident Commander apprised of the status of operational efforts. • Coordinate media visits with the Public Information Officer	☐
Attend the Tactics Meeting with Planning Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.	☐
Attend planning meetings and be prepared to discuss: • Situation/resource status. • Tactics for each Group. • Resources needed for each Group. • Facilities and reporting locations.	☐
Hold Section meetings as necessary to ensure communication and coordination among stakeholders.	☐
Document all activity on the Activity Log.	☐

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9.6 PLANNING CHIEF CHECKLIST

Responsible for the collection, evaluation, dissemination and use of information about the incident. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.	
Read this entire checklist.	☐
Obtain briefing from Incident Commander: • **Determine current resource status.** • **Determine current situation status/intelligence.** • **Determine current incident objectives and strategy.** • **Determine whether the IC requires a written Action Plan.** • **Determine the time and location of the first planning meeting.** • **Determine desired contingency plans.**	☐
Activate Planning Section positions as necessary and notify Resource Unit of positions activated.	☐
Establish and maintain a resource tracking system.	☐
Compile, display, and distribute incident status summary information to the Command and General EOT Staff • **Provide updates once per operational period or as directed by the IC.**	☐
Advise the Incident Emergency Operations Team (EOT) staff of any significant changes in incident status.	☐
Obtain/develop incident maps.	☐
Establish information requirements and reporting schedules for EOT (tactical) and PES (operational) staff.	☐
Prepare contingency plans: • **Review current and projected incident and resource status.** • **Develop alternative strategies.**	☐

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• Identify resources required to implement contingency plan. • Document alternatives for presentation to the IC and Operations Chief, and for inclusion in the written Action Plan.	
Meet with Operations Chief and/or IC prior to planning meetings, to discuss proposed strategy and tactics, and resource location.	☐

Conduct planning meetings according to the following agenda: ☐

Agenda Item	Responsible Party
Briefing on situation/resource status.	Planning Chief/Operations Chief
Discuss safety issues.	Safety Officer
Set/confirm incident objectives.	Incident Commander
Specify tactics	Operations Chief
Specify resources needed for each responding entity	Operations Chief/Planning Chief
Specify facilities and reporting locations.	Operations Chief/Planning Chief/Logistics Chief
Develop resource order.	Logistics Chief
Consider communications/medical/transportation plans.	Logistics Chief/Planning Chief
Provide a financial update.	Finance Chief
Discuss interagency liaison issues.	Liaison Officer
Discuss information issues.	Public Information Officer
Finalize/approve/implement Action Plan.	Incident Commander/All

Supervise preparation and distribution of the written Action Plan to the Emergency Operations Team. • **Ensure that detailed contingency plan information is available for consideration by the EOT.**	☐

• Verify that all support and resource needs are coordinated with Logistics Section prior to release of the Action Plan. • Include fiscal documentation forms in written Action Plan as requested by the Finance/Administration Section. • Coordinate Action Plan changes with the EOT and distribute written changes as appropriate.	
Coordinate preparation of the Safety Message with the Safety Officer and Public information Officer.	☐
Distribution of incident information.	☐
Provide periodic predictions on incident potential.	☐
Establish a weather data collection when necessary.	☐
Identify the need for specialized resources; discuss the need with Operations Chief and Incident Commander.	☐
Facilitate resource requests with Logistics.	
Ensure Planning Section has adequate coverage and relief.	
Hold Planning Section meetings as necessary to ensure communication and coordination among Planning Section Staff.	
Ensure preparation of Stand Down (demobilization) plan, if appropriate.	
Provide briefing to relief on current and unusual situations.	
Ensure that all staff observes an established level of operational security.	
Ensure all Sections' documentation is submitted to the Information Management Officer.	
Document all activity on the Activity Log.	

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9.7 LOGISTICS CHIEF CHECKLIST

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Responsible for all the services and support needs of the incident. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.	
Read this entire checklist.	☐
Obtain briefing from Incident Commander: • Review situation and resource status for the number of personnel assigned to the incident. • Identify additional resources or specialist equipment required. • Determine which facilities have been/should be activated e.g., shelters or staging areas.	☐
Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.	☐
Confirm resource ordering process.	☐
Organize and staff Logistics Section, as appropriate, considering the need for the various Service and Support Units.	☐
Assemble, brief, and assign work locations and preliminary work tasks to Logistics Section personnel: • Provide a summary of the emergency. • Provide a summary of the kind and extent of Logistics support the Section may be asked to provide.	☐
Attend planning meetings and be prepared to discuss: • Resource order process. • Facility and reporting locations. • Medical, sheltering, staging and transportation plans.	☐
Participate in the preparation of the Incident Action Plan: • Provide input on resource availability, support needs, identified shortages, and response timelines for key resources. • Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.	☐

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• **Ensure Transportation Plan is prepared.**	
Review IAP and estimate section needs for next operational period, order relief personnel if necessary.	☐
Research availability of additional resources.	☐
Hold Logistics Section meetings, as necessary, to ensure communications and coordination.	☐
Ensure coordination between Logistics and other Command and General Staff.	☐
Ensure general welfare and safety of Section personnel.	☐
Provide briefing to relief on current activities and unusual situations.	☐
Keep record of all Logistics Section documentation	☐
Document actions taken on the Activity Log.	☐

9.8 FINANCE CHIEF CHECKLIST

Responsible for documenting/tracking: expenses, time worked, injuries, contracts and agreements. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.

Read this entire checklist.	☐
Obtain briefing from Incident Commander: • Incident objectives. • Anticipated duration/complexity of the incident. • Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable. • Identify financial requirements for planned and expected operations. • Determine agreements are in place for land use, facilities, equipment, and utilities. • Confirm/establish procurement guidelines. • Determine procedure for establishing charge codes. • Identify important local service providers. • Copies of all incident-related agreements, activated. • Determine the potential for rental or contract services. • Coordinate with Command and General Staff and Human Resources staff to determine the need for temporary employees or contractor services.	☐
Ensure all Emergency Support Functions are aware of charge codes.	☐
Attend planning meetings and be prepared to discuss: • Financial and cost-analysis input. • Financial summary on labor, materials, equipment and services. • Forecasts on costs to complete operations. • Cost benefits analysis, as requested. • Obtain information on the status of the incident; planned operations; changes in objectives, use of contractor services and specialist equipment.	☐
Gather continuing information: • Equipment time – specialized equipment mobilized. • Personnel over-time.	☐

• Accident reports – Safety Officer and Operations Chief. • Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representatives, and Compensation/Claims. • Arrival and demobilization of personnel and equipment – Planning Section. • Daily incident status – Planning Section. • Injury reports – Safety Officer and Compensation/Claims Section. • Status of supplies. • Use agreements – Procurement and personnel. • What has been ordered? – Supply Chain. • Unassigned resources.	
Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services. • Labor – breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants. • Equipment – breakdown of work locations, hours and rates for owned and rented specialist equipment, heavy equipment, fleet vehicles, and other equipment. • Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.	☐
Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees.)	☐
Ensure that all personnel time records reflect incident activity and that records for non-personnel are transmitted to the home agency or department according to policy: • Notify incident management personnel when the emergency timekeeping process is in effect and where timekeeping is taking place. • Distribute timekeeping forms to all Emergency Support Functions; ensure forms are being completed correctly.	☐
Ensure that all obligation documents initiated by the incident are properly prepared and completed.	☐
Assist Logistics in resource procurement: • Identify vendors for which open purchase orders or contracts must be established. • Negotiate ad hoc contracts.	☐
Ensure coordination between Finance, Command, and other General Staff Sections.	☐

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Coordinate Finance demobilization.	☐
Provide briefing to relief on current activities and unusual events.	☐
Ensure all Finance staff are documenting actions on the Activity Log.	☐
Keep record of all Section documentation.	☐

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9.9 PEOPLE CHIEF CHECKLIST

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Responsible for all employee needs or requirements including human resource guidance, solutions and decisions related to HR matters. Interfaces with emergency responders, hospitals, doctors, pharmacies, and family members. Ensures employees work reasonable hours and controls staff requests. The role of the People Chief in an emergency is to: • participate in operational planning to help identify staffing needs for the response. • recruit or mobilize staff with the right mix of experience, skills and knowledge. • support the safety and well-being of emergency staff, given the increased risks of an emergency environment. • implement HR policy and systems to meet operational requirements and local laws. • **Full preparedness and resilience procedures in place for all HR administrative functions; personnel, visitors, salaries, leave, organizational development, absenteeism management, policies, personal development, HR Help Desk.** •	☐
Read this entire checklist.	☐
Obtain briefing from IC: • **Determine incident objectives and recommended strategies.** • **Determine the status of current tactical assignments.** • **Identify additional staffing resources or specialist skills required.**	☐
Protecting and calming employees, updating them, and addressing grief issues	☐
Participating in the investigation and root cause analysis	☐
Handling discipline issues and the evaluation of the legality of employee responses and retaliation concerns	☐
Coordinating communication between insurers and benefit providers	☐
Integrating work with legal counsel	☐
Crafting internal and external communications	☐
Managing pay and benefits for disrupted employees	☐

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للعلوم والتقنية
King Abdullah University of
Science and Technology

Handling compliance questions related to travel, relocation, remote-work and temporary employees	☐
Responding to contract concerns about investigations, work rules, job descriptions, temporary employees and discipline	☐
Obtaining medical information about injured and killed employees	☐
Overseeing and regulating social media and electronic communications	☐
Providing documentation of training, procedures, personnel and other records to investigating agencies	☐
Notify Planning Chief (Resources Unit) of resources which are staffed. Include the location of resources and names of leaders.	☐
Keep Planning Chief (Resources Unit) up to date on changes in staffing resource status.	☐
Attend planning meetings and be prepared to discuss: • **Situation/resource status.** • **Tactics for each Group.** • **Staffing resources needed for each functional area.** • **Facilities and reporting locations.**	☐
Hold Section meetings as necessary to ensure communication and coordination among stakeholders.	☐
Document all activity on the Activity Log.	☐

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Science and Technology

9.10 INFORMATION COORDINATOR CHECKLIST

- **Always ensure at least 1 Information Coordinator is on call and available to respond.**
- **Continually monitor all Emergency Communications Alert Systems when on-call.**
- **Read this entire checklist.**
- **Check off each action as it is completed.**
- **Circle the Task checkbox for any ongoing or repetitive task as a reminder.**

Respond to the EOT mobilization request from 911	☐
Setup the emergency information tracking system and recording of the minutes.	☐
Attend the EOT briefing by the Incident Commander	☐
Capture emergency information: • *Current Situation – Facts* • *Key issues* • *Strategic aims/priorities* • *Delegation of tasks & Actions*	☐
Ensure all information is recorded electronically.	☐
Ensure all information sources are monitored.	☐
Create an incident shared folder to capture all related documents and internal/external communication messages.	☐
Record key decisions	☐
Record tasks being delegated and the person responsible.	☐
Track implementation of action items and progress • *Gather Action Logs from EOT members.* • *Collate data in an EOT workflow tracker.* • *Keep the updated EOT workflow tracker in an incident shared folder, accessible to EOT members.*	☐
Record any formal handover from one EOT member to another.	☐
Record formals stand down of an emergency & close of incident	☐
Document Information Coordinator activity on the Activity Log	☐

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للعلوم والتقنية
King Abdullah University of
Science and Technology

9.11 EMERGENCY MANAGER CHECKLIST ✅

Responsible for the overall coordination and emergency management. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task checkbox for any ongoing or repetitive task as a reminder.	
Monitor ALERT notifications.	☐
Obtain preliminary information concerning an incident or situation, from Emergency Services/Subject Matter Experts (SMEs) / Affected Department's Staff.	☐
Appraisal of the current situation and gathering of additional information. Identify key issues.	☐
Notify Incident Commander and share available information.	☐
Align with Incident Commander on next steps including: **Declaration of emergency?** **Alert Notifications** **Threat Assessment** **Level of EOT assembly – EOT and Subject Matter Experts required?** **Location of EOC – Zoom / Physical EOC**	☐ ☐ ☐ ☐ ☐
Ensure that all entities impacted by the incident have been notified. Trigger ALERT notifications	☐
Setup the EOC if physical EOT meeting will be held.	☐
Share available information and risk analysis data with IC and EOT for review and feedback.	☐
Support the Incident Commander with coordination of EOT functions.	☐
Obtain and share updates from the On-Scene Commander.	☐
Declare an emergency in case of the following: • **A developing situation which has the potential to escalate and significantly impacting KAUST.**	☐

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King Abdullah University of
Science and Technology

• A situation or incident impacting essential services, resources, infrastructure or the health and safety of the KAUST community, requires a coordinated incident response. • A situation or incident impacting KAUST beyond the normal response capability of existing resources • Emergency declared by local government with the potential to impact KAUST.	
Trigger activation of core EOT members and SMEs as required.	☐
Trigger activation and mobilization of Emergency Support Functions.	☐
Attend EOT Briefing	☐
Ensure the Information Management System is activated and the Information Coordinator document the following information: • Current situation – the facts • Key issues • Incident strategic objectives and priorities • Immediate actions to bring the situation under control. • Time and location of the first Planning Meeting.	☐
Assist with coordination of relief arrangements, evacuations, crew welfare & additional resources.	☐
Liaise with Business Continuity Management Lead on all recovery issues.	☐
Ensure all information recorded is filed for Safekeeping and After-Action Review Reporting.	☐
Document all activity on the Activity Log.	☐

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للعلوم والتقنية
King Abdullah University of
Science and Technology

10. SME Action Guides
(Subject Matter Expert)
Tactical Level

A **subject matter expert** has a deep knowledge of a specific process, function or technology (or a combination of all three).

The following are All-Hazards Action Guides designated for use by the most senior manager or designee of the Emergency Support Function (Response Department) potentially affected or actually affected by a situation or incident and will join the EOT as the Subject Matter Expert (SME).

The Incident Commander is responsible for all aspects of emergency response and delegated with the full command authority to oversee and manage EOT as well as SME members and functions. SMEs, therefore, function under the authority of the IC to ensure a coordinated approach.

10.1   University BCP Coordinator

10.2   Chief Information Officer

10.3   VP Facilities Management

10.4   VP Community Life

10.5   VP Government Affairs

10.6   Executive Director Core Labs & Research Infrastructure

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King Abdullah University of
Science and Technology

10.1 UNIVERSITY BUSINESS CONTINUITY PLAN COORDINATOR

Pre- Incident

- Provide oversight of Business Continuity program, facilitating the necessary activities for the development and implementation of Business Continuity Plans (BCP) and Recovery Arrangements at the University.
- Ensure ongoing maintenance and updates of Business Continuity plans at pre-agreed intervals or following significant changes to (i.e., processes or as a direct result of an exercise or serious incident).
- Facilitate Business Continuity plan testing for the BC program, maintaining a record of these tests.
- Ensure a pool of Business Continuity Coordinators are in place and these individuals receive the appropriate training.
- Ensure that self-assessments and audits are conducted in line with policy requirements.
- Assess present and future needs for improvement.

During an Incident

- Ensure activation of appropriate functional level Business Continuity Plans via the BC Coordinator structure.
- Advise EOT representatives on Business Continuity priorities for their function.
- Liaise with the University-wide strategy owners to ensure continuity strategies have been activated where necessary.
- Update and advise the UEC regarding the Business Continuity status as requested.
- Formulate a daily overview concerning actions taken. Complete the Activity Log (ICS Form 214).
- Provide regular updates & status reports to the IC.

Post Incident

- Collate all relevant documentation and information for record-keeping purposes.
- Participate in the After-Action Review and support implementation of measures to address existing gaps outlined in the report to help prevent future incidents or to reduce the impact if it reoccurs.
- Ensure lessons learnt are incorporated into the Business Continuity program and future planning.

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

10.2 CHIEF INFORMATION OFFICER

Pre-Incident:

- Overall responsibility for defining, communicating and implementing plans, to ensure resilience of IT activities against potential threats to Mission Critical Activities (MCA's).
- Ensuring the availability of a resilient Internal Emergency Communications System during a prolonged outage.
- Ensuring the availability of a resilient External Communications System, to facilitate voice and data requests for external support during a prolonged outage.
- Ensure effective operational practices are in place and well-rehearsed, to ensure swift restoration of MCA's following all anticipated disruptions to operations.
- Ensure the IT Disaster Recovery Plan (IT DRP) is up to date, fit-for-purpose and is aligned to the KAUST University Business Continuity Plan.
- Ensure Department BCP and Functional BCPs (Business Continuity Plans) are in place.
- Ensure adequate Information and Data Protection Security systems are in place.

During an Incident:

- Proceed to the EOC or Crisis Management Center upon notification.
- Set up communication between the EOC and Crisis Management Center.
- Based on the situation, decide to activate the IT Department Emergency Response Plan (pertaining to the functional areas as required).
- Ensure adequate arrangements and support are in place for the IT Department functional areas to active their respective Emergency Plans.
- Ensure identity, location and welfare of all visitors under departmental care.
- Ensure activation of the Business Continuity Plans for impacted departments and functions.
- Conduct a damage assessment. Based on the findings, determine resource needs. This may include:
    - Hardware
    - System software
    - Application software
    - Electronic data
    - Data communication
    - Voice communication
    - Satellite communications

- o Coordination of third-party technology providers
- o Implementation of an Alternate Seating Strategy - Make temporary IT and workstation arrangements for other critical business functions.
- o Compile a list of resource requirements.
- o Determine costs for recovery and obtain approval from the UEC and CFO
- ▪ Formulate a daily overview concerning actions taken. Complete the Activity Log (ICS Form 214).
- ▪ Provide regular updates & status reports to the IC.

Post Incident:
- ▪ Give IT support to all necessary departments during their recovery processes.
- ▪ Participate in the After-Action Review and support implementation of measures to address existing gaps outlined in the report to help prevent future incidents or to reduce the impact if it reoccurs.
- ▪ Facilitate a Business Recovery Plan.
- ▪ Ensure lessons learnt are incorporated in the IT DRP.
- ▪ Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

10.3 VICE PRESIDENT FACILITIES MANAGEMENT

Pre-Incident:
- Overall responsibility to ensure the resilience of Facilities Management Department activities against potential threats to Mission Critical Activities (MCAs).
- Ensure effective operational practices are in place and well-rehearsed, to ensure swift restoration of MCAs following all anticipated disruptions to operations.
- Establish and maintain the necessary arrangements to enable service provider commitments to be met in a situation.
- Ensure complete resource inventory of all necessary equipment is maintained.
- Have in place the necessary service level agreements to provide any additional resources which may be required during a crisis.
- Ensure Department BCP and Functional BCPs (Business Continuity Plans) are in place.
- To have delegated plans for the continuance of functional departmental activities when attending the EOC as Facilities SME.

During an Incident:
- Proceed to the EOC or Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan, Facilities Department/Functional Business Continuity Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Based on the situation, decide to active the Facilities Management Emergency Response Plan (pertaining to the functional areas as required).
- Ensure adequate arrangements and support are in place for the Facilities Management functional areas to active their respective Emergency Plans.
- Ensure activation of the Business Continuity Plans for impacted departments and functions.
- Ensure identity, location and welfare of all visitors under departmental care.
- In conjunction with the Insurance Manager, notify Insurers and evaluate the damage assessment report from an FM/Insurance perspective.
- Maintain detailed records of costs incurred.
- Formulate a daily overview concerning actions taken. Complete the Activity Log (ICS Form 214).
- Provide regular updates & status reports to the IC.

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

Post Incident:

- Participate in the After-Action Review and support implementation of measures to address existing gaps outlined in the report to help prevent future incidents or to reduce the impact if it reoccurs.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.
- Submit a final consolidated list of costs, with recommendations to the Finance Chief

10.4 VICE PRESIDENT COMMUNITY LIFE

Pre-Incident:

- Overall responsibility to ensure the resilience of Community Life services and activities against potential threats to Mission Critical Activities (MCAs).
- Full preparedness and resilience procedures in place for all Community Life functional areas and activities including:
  - KAUST Health
  - The KAUST School & Daycare
  - Transportation
  - Recreation
  - Retail
- Ensure effective operational practices are in place and well-rehearsed, to ensure swift restoration of MCAs following all anticipated disruptions to operations.
- Ensure Department BCP and Functional BCPs (Business Continuity Plans) are in place.

During an Incident:

- Proceed to the EOC or Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Based on the situation, decide to active the Community Life Emergency Response Plan (pertaining to the functional areas as required).
- Ensure adequate arrangements and support are in place for the Community Life functional areas to active their respective Emergency Plans.
- Ensure activation of the Business Continuity Plans for impacted departments and functions.
- Ensure coordination with all departments regarding their Community Life requirements.
- Liaise with GBC in relation to communication with the community through all available channels.
- Ensure adequate and current Evacuation Transport Plan is functioning and supported.
- Maintain detailed records of Community Life services continued, or disruptions.
- Ensure identity, location and welfare of all visitors under departmental care.
- Provide strategic support to KAUST Health and Emergency Medical Services.
- Provide strategic support to KAUST Schools and Daycare.
- Provide strategic support to KAUST Transportation Services.

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

- Provide strategic support to KAUST Recreation Services.
- Provide strategic support to KAUST Retail Services.
- Formulate a daily overview concerning actions taken. Complete the Activity Log (ICS Form 214).
- Provide regular updates & status reports to the IC.

Post Incident:
- In conjunction with your team, evaluate the impact on KAUST and core operations from a Community Life perspective.
- Participate in the After-Action Review and support implementation of measures to address existing gaps outlined in the report to help prevent future incidents or to reduce the impact if it reoccurs.
- Facilitate a Business Recovery Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

10.5 VICE PRESIDENT GOVERNMENT AFFAIRS

Pre-Incident:

- Overall responsibility to ensure resilience of Government Affairs critical activities against potential threats to Mission Critical Activities (MCAs).
- Ensure effective operational practices are in place and well-rehearsed, to ensure swift restoration of MCAs following all anticipated disruptions to operations:
  - Full preparedness and resilience procedures in place for all Government Affairs administrative functions; Security, 911 Command and Control, Government Liaison, Joint Forces Liaison, GASC Services.
- Ensure Department BCP and Functional BCPs (Business Continuity Plans) are in place.

During an Incident:

- Proceed to the EOC or Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise that may be required to handle a crisis.
- Based on the situation, decide to active the Government Affairs Emergency Response Plan (pertaining to the functional areas as required).
- Ensure adequate arrangements and support are in place for the Government Affairs functional areas to active their respective Emergency Plans.
- Ensure activation of the Business Continuity Plans for impacted departments and functions.
- Ensure full security functions are maintained including perimeters, patrols, cordons, enforcement, investigations etc.
- Ensure full access to all security infrastructure and databases; CCTV, Radar, Sonar, ID Systems, Entry/Exit Records, etc.
- Ensure integration and coordination with the necessary external government agencies.
- Ensure the necessary local, current and relevant intelligence regarding the incident situation and any possible external implications.
- Ensure coordination with HR in relation to any Consular intervention required.
- Ensure identity, location and welfare of all visitors under departmental care.
- Maintain detailed records of personnel and incident related investigations.
- Formulate a daily overview concerning actions taken. Complete the Activity Log (ICS Form 214).
- Provide regular updates & status reports to the IC.

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

Post Incident:

- In conjunction with your team, evaluate the impact on KAUST and core operations from a GA perspective.
- Conduct a final personnel impact report, any casualties and status.
- Participate in the After-Action Review and support implementation of measures to address existing gaps outlined in the report to help prevent future incidents or to reduce the impact if it reoccurs.
- Facilitate a Business Recovery Plan.
- Ensure lessons learned are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

10.6 EXECUTIVE DIRECTOR CORE LABS & RESEARCH INFRASTRUCTURE

Pre-Incident:

- Overall responsibility to ensure resilience of Core Labs assets and activities against potential threats to Mission Critical Activities (MCAs).
- Ensure effective operational practices are in place and well-rehearsed, to ensure swift restoration of MCAs following all anticipated disruptions to operations in Core Labs.
- Support activities to ensure resilience and swift restoration of campus-wide research infrastructure in case of disruption of MCAs (through Lab Equipment Maintenance, LEM)
- Establish and maintain the necessary contractual arrangements to prevent loss of assets in case of crisis of various duration.
- Ensure Department BCP and Functional BCPs (Business Continuity Plans) are in place.
- To have delegated plans for continuance of functional departmental activities when attending the EOC as Core Labs & Research Infrastructure SME.

During an Incident:

- Proceed to the EOC or Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Based on the situation, decide to active the Core Labs & Research Infrastructure Emergency Response Plan (pertaining to the functional areas as required).
- Ensure adequate arrangements and support are in place for the Core Labs & Research Infrastructure Government functional areas to active their respective Emergency Plans.
- Recommend closure of research labs and facilities to ensure human safety and to minimize loss of assets and scientific results.
- Ensure activation of the Business Continuity Plans for impacted departments and functions.
- Ensure identity, location and welfare of all visitors under departmental care.
- Prepare communications to CL&RI staff and CL users about activities in facilities that affect usage.
- Formulate a daily overview concerning actions taken. Complete the Activity Log (ICS Form 214).

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للعلوم والتقنية
King Abdullah University of
Science and Technology

> - Provide regular updates & status reports to the IC.

Post Incident:
- Produce a damage assessment report for Core Labs & Research Infrastructure.
- Participate in the After-Action Review and support implementation of measures to address existing gaps outlined in the report to help prevent future incidents or to reduce the impact if it reoccurs.
- Review and update Functional/Department Business Recovery and Continuity Plan.
- Submit a final consolidated list of costs, with recommendations to the Finance Chief

11. Deactivation or "Stand Down" of the EOT

In the event of an emergency having been declared, the On-Scene Commander will order the stand down after consultation with the Incident Commander.

If the EOT was activated, the Incident Commander, in consultation with the EOT, will coordinate the stand down of the EOT. Emergency Support Functions will report progress on bringing the incident to a close and guided by the IC. The IC will brief the UEC/KC2 on deactivation or "Stand Down" and may be implemented on a phased basis.

12. Appendices

Appendix A: Emergency Supply Checklists
Appendix B: Activity Log (ICS Form 214)

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Science and Technology

APPENDIX A: GENERIC EMERGENCY SUPPLIES CHECKLIST

Figure 13 below lists the minimum recommended supplies to sustain individuals, or a family, through a natural, or other disaster events. *Figure 14* lists some suggested additional items that will be useful during a prolonged emergency situation. These lists are not exclusively limited, and personnel or families should consider their own unique needs and may choose to include more items than those listed. It is recommended that these items are gathered in a single location in sturdy, dust and water-proof boxes. If possible, it is also recommended to store your important documents, such as passports, birth certificates etc. in a fire-proof container or safe.

EMERGENCY SUPPLY CHECKLIST	✅
Water – At least 3 liters per person, per day, for at least 3 days, for drinking and sanitation	
Food – At least 3 days' supply, per person, of non-perishable foods; with a can-opener if supply contains canned goods	
Flashlight with extra batteries	
First Aid Kit	
Medications and Glasses – At least a 3-day supply of prescription medications and a detailed list of medical history for each family member	
Infant Formula and Diapers – At least 3 days' supply	
Radio – Battery operated with extra batteries, or a hand-cranked operated to listen in to information alerts and instructions	
Whistle – To signal for help.	
Dust Masks, to help filter contaminated air, plastic sheeting and duct tape to shelter-in-place	
Moist wipes, plastic garbage bags and plastic ties for personal sanitation	
Wrench, vice grips, or pliers to turn off utilities and some basic tools; pen knife, inter-changeable screwdriver etc.	
Clothes – One full change of clothes per person, including long sleeve shirts, underwear, socks and a sturdy pair of flat shoes or trainers	
Useful contact numbers	

Figure 13 – Generic Emergency Supply Checklist

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ADDITIONAL EMERGENCY SUPPLY CHECKLIST	✅
Pet Food and Extra Water for Pets – At least 3 days' supply	
Important Family Documents – Passports, Birth Certificates, Insurance Policies, Bank Account details etc. in a waterproof and if possible, fire-proof container	
Cash, Checks and Change	
Additional Emergency Reference Material – Emergency Plans, Information Leaflets, Useful Websites etc.	
Sleeping Bag or Warm Blanket for each person	
Fire Extinguisher	
Matches in a Water-proof Container.	
Feminine Supplies and Personal Hygiene Items	
Mess Kits – Paper plates, paper cups, plastic utensils, paper towels etc.	
Paper and Pencils	
Books, Puzzles, Games and other activities for children	
Bleach and Medicine Dropper – Non-scented bleach, without other cleaning additives can be used as a disinfectant when diluted 9 parts waters to 1 part bleach. Or can be used to treat and sterilize water when diluted 16 drops of bleach to 4 liters of water.	
Additional Charged Power Packs for Mobile Phones, Tablets and Lap-Tops etc.	
Extra Battery Supplies	
Additional Changes of Clothes	
Additional Plastic Sheeting and Duct Tape	

Figure 14 – Additional Emergency Supply Checklist

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APPENDIX B: ACTIVITY LOG

1. Incident Name:	2. Operational Period:	
	Date From:	Time From:
	Date To:	Time To:
3. Name:	4. Functional Area/Department/ Area of Subject Matter Expertise:	5. Incident Command System Position:

6. Resources Assigned: Support Staff

Name & Contact Details	Position	Function

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by: Name:_____ Position/Title:_____ Signature:_____

ICS 214, Page 1   Date/Time:_____

Incident Command System Activity Log (ICS 214) - Purpose. The Activity Log records details of notable activities at any Incident Command System (ICS) level, including single resources, equipment, Emergency Support Functions and Operations Teams, etc. These logs provide basic incident activity documentation, and a reference for any after- action report.

Preparation. An Activity Log can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

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للعلوم والتقنية
King Abdullah University of
Science and Technology

Distribution. Digital copies of completed Activity Logs are submitted to the Emergency Manager via email, for completion of the AAR and record keeping. It is recommended that individuals retain a copy for their own records.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Name**	Enter your name
4	**Functional Area/Department/ Area of Subject Matter Expertise**	Enter the name of your department/Functional Area or area of expertise if you are a subject matter expert (SME). (e.g., Facilities Management, Utilities Manager)
5	**Position**	Incident Command System Position, e.g. Safety Officer
6	**Resources Assigned**	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• Position	Use this section to enter the resource's position (e.g., Incident Commander).
	• Function	Specific function of resource.
7	**Activity Log** • Date/Time • Notable Activities	• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track work activities by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

Notes:
• 	The Activity Log can be printed as a two-sided form.
• 	Use additional copies as continuation sheets as needed, and indicate pagination as used.

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EMERGENCY RESPONSE PLAN

(Part 2B of 3)

UEC

(University Executive Committee)

Strategic Governance, Continuity & Recovery

EMERGENCY MANAGEMENT PLAN (EMP) LAYOUT

Part 1: Background

Part 1 of the EMP outlines the overall context by which KAUST will manage incidents and emergencies affecting the University. This include the emergency management concepts, systems and structures to be utilized.

Part 2A: EOT Emergency Response Plan

The EOT (Emergency Operations Team) Emergency Response Plan outlines the *tactical* level response that provides more operationally focused guidance essential for taking command of the emergency. The EOT implement emergency response procedures, activate and coordinate Emergency Support Functions to protect life, prevent or limit further injury, prevent or limit harm to the environment and University infrastructure and assets, and to protect the University's core business of research and teaching in the lead up to, during and directly after an emergency event.

Part 2B: UEC Emergency Response Plan

The UEC (University Executive Committee) Emergency Response Plan outlines the overarching *strategic* level governance, policy level decisions, institutional prioritizations, fiscal authorizations, council and support given by senior executives (thought leaders) during an emergency with the goal to ensure recovery/continuity of business operations. The UEC aims to reduce the risk exposure to KAUST as an organization and its reputation. The UEC supports existing tactical emergency response procedures to achieve this goal.

Part 3: KC2 Emergency Response Plan

The KC2 Emergency Response Plan outlines activation of the KAUST Crisis Center (KC2) in case of a university impacting circumstance, event, incident or emergency. KC2 follows the unified command approach and consists of the combined activation of the EOT and UEC members.

Appendices:

- *Hazard Specific* Action Guides (Existing guides to be further developed by Emergency Support Functions in collaboration with Emergency Management)
- List of Emergency Support Functions (ESFs) Plans
- Contact Lists

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للعلوم والتقنية
King Abdullah University of
Science and Technology

UEC EMERGENCY RESPONSE PLAN - TABLE OF CONTENTS

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

1. Incident Levels

Figure 01 below provide a breakdown of the **levels** of emergencies, **impact**, **resources required,** and emergency management **level notified/activated**:

Level of Emergency	Impact	Resources & Capabilities Required	Incident Escalation
Minor Emergency	Minor impact on: • individual(s)/property • one location • contained small area: o small fire o incident with minor injuries. o contained hazmat spill	• KAUST Principal Emergency Services/Emergency Support Functions bring to a close • No need for mass emergency communications.	911 CCC or Affected Department - ➢ Escalate to EM ➢ EM escalates to IC. ➢ IC escalate as needed. ➢ IC will escalate reputational risk to the UEC
Moderate Emergency	**Moderate impact** on: • Multiple individuals/properties • May also affect adjacent areas and infrastructure e.g., pluvial flooding impacting operations. • Disruption (less <48-Hours) of essential services o IT network outage o Water supply failure o Power outage	• Requires a coordinated approach by management and response personnel. • Requires additional resources. • Activation - EOT/UEC as needed. • Activation - Crisis Communications Plan • Mass emergency communications	911 CCC or Affected Department - ➢ Escalate to EM ➢ EM escalates to IC. ➢ IC activate EOT. ➢ IC escalate to UEC. ➢ President or designee activate UEC as needed. ➢ IC brief EOT/UEC
Major Emergency	Major impact on KAUST Threatens: • Death/serious injury • Prolonged disruption (greater > 48-Hours) of essential services • Cyber attack • Pandemic • Act of terror • Envir. disaster • Natural disasters • Major fire/explosion • Reputational damage	• Beyond the normal capabilities of KAUST Emergency Services and resources • Requires significant coordination of additional internal and external resources. • Mass emergency communications	Incident Commander - ➢ EOT & UEC notification ➢ KAUST Crisis Center (KC2) activation (EOT/UEC) ➢ KC2 briefing

Figure 01 - Levels of emergencies, impact, resources required and emergency management level.

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2. Incident Escalation

What constitutes a situation or incident which needs to be escalated?

Situations or incidents are divided into 2 categories as per *Figure 02* below:

Category #	Status	Response	Example
I	A situation which has the **potential to escalate** and become an incident impacting essential services, resources, infrastructure, or the potential to cause injury or death or cause reputational harm.	• Proactive approach • More time to prepare for the potential impact	• Pandemic • Adverse weather forecast / Flood Warning
II	An incident which has occurred and impacting essential services, resources, infrastructure or the potential to cause injury or death or harm to KAUST's reputation.	• Reactive approach • No time to prepare for the impact	• **Individuals/property** • **Contained small area** • **Individuals/property** • **May further impact adjacent areas/services** • **Threatens death or serious injury** • **Disruption of essential services**

Figure 02 – Situation/Incident Escalation

Once one of the above situations or incidents is recognized, it is escalated using the Situation/Incident Escalation Flow Chart in *Figure 03* below.

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SITUATION/INCIDENT ESCALATION FLOW CHART

Situation or Incident

Requiring Emergency Services? Yes/No?

No e.g. Cyber Attack

1. Affected Department's staff escalate to Department Leadership
2. Department Leadership's appraisal of emergency
3. Escalation to Emergency Manager

Yes e.g. Explosion

911 CCC Receive Emergency Call

1. Dispatch resources
2. Notify Emergency Manager

On Scene Commander

1. Establish Incident Command Post
2. Appraisal of emergency
3. Update Emergency Manager

Emergency Manager

1. Gather information on current situation and key issues
2. Escalate to IC

Incident Commander

1. Assemble core members of EOT and required SME's
2. Site survey/appraisal if needed
2. IC Notify/Brief UEC

Decision to Declare Minor, Moderate or Major Emergency

Minor Emergency

1. Principle Emergency Services / Department bring to close
2. IC escalate as needed

Moderate Emergency

1. IC Activate EOT
2. IC Brief UEC
3. UEC Assembly as needed

Major Emergency

KC2 Activation

Figure 03 – Situation/Incident Escalation Flow Chart

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3. Declaration of Emergency

Who has the Authority to declare an emergency?

The following persons has the authority to declare an emergency:

- President or designee
- Incident Commander or designee
- Emergency Manager or designee

KC2 follows a "Unified Command" approach and is inclusive of the EOT & UEC. Refer to the KC2 Crisis Management Plan (Part 3 of 3 of the Emergency Management Plan) for KC2 activation.

When is an emergency declared?

Authorized persons may declare an emergency when the following circumstances prevail:

- Advance Warning – A situation which has the **potential to escalate** and become an incident impacting essential services, resources, infrastructure or the potential to cause injury or death or harm to KAUST's reputation e.g., pandemic outbreak.
- A situation or incident impacting essential services, resources, infrastructure or the health and safety of the KAUST community, which requires a coordinated incident response to bring to a close e.g., extended utilities outage, extended IT network outage, fire, explosion, hazardous materials spill or health emergency.
- A situation or incident impacting KAUST beyond the normal response capability of existing resources; (e.g., complete IT network outage, major cyber-attack, aircraft crash, major natural disaster, health pandemic, major utilities outage etc.). The scale, extent and duration of the incident requires the activation of specific additional measures.
- On receipt of a message of a declared emergency by an authorized officer of any of the following:

  - The National Police
  - The National Guard
  - The Civil Defense
  - The Department of Public Health
  - The Coast Guard
  - A Government Department

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During an emergency the Incident Commander (IC) may direct:

- The closure of part or all of KAUST facilities.
- The evacuation of any University building or open space.
- The suspension of university operations.
- The activation of the Department Emergency Plans & Business Continuity Plan(s).

How is the emergency declared?

Situations or incidents which does not require Principal Emergency Services response e.g., a cyber-attack or major utilities outage will be reported by the affected Department staff to the HSE Emergency Manager or designee for escalation to the Incident Commander (IC). The IC will make an appraisal of the situation and declare an emergency if the situation requires a coordinated response and therefore activation of the EOT. The IC or designee will instruct 911 CCC to trigger the mobilization procedure (mobile call system) to activate the EOT using the standardized emergency activation message in *Figure 04* below. 911 Command and Control Center staff will be trained to accept a message requesting declaration of an emergency from authorized persons only.

- The authorized person declaring the emergency need to give clear instruction to 911 CCC pertaining to the specific levels of the Emergency Management Structure to be activated e.g., EOT/UEC or KC2.
- The authorized person declaring the emergency need to be clear on the activation of the KAUST mass notification alert system.
- Situations or incidents which threatens death or serious injury require activation of the KAUST mass notification alert system.

Emergency Declaration Call to 911 Dispatch
"This is _____ *(Name & Position)* _____. Password is _____.   A _____ *(type of incident)* _____ has occurred / or is imminent at _____*(location)*_____.   As an authorized officer I declare that an emergency exists. Proceed with emergency notification of _____ (EOT/UEC or KC2) as per the mobilization procedure."

Figure 04 – Emergency Activation Message

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4. UEC Activation & Notification

When is the UEC activated?

The UEC is activated by the President (UEC Chair or designee) and the ***UEC Emergency Response Plan*** is implemented when it is apparent that an incident or circumstance has the ***potential*** to, or

- threatens death or serious injury
- moderate to major impact on KAUST community, property, essential services, critical resources, infrastructure, operations or reputation of KAUST
- require a coordinated approach to bring to a close
- may require additional support and/or resources.

It is always possible that a minor situation or incident may escalate, triggering the Incident Commander to activate the EOT and brief the UEC.

In case of a university impacting situation or incident, the Incident Commander will brief the UEC and the UEC Chair will make the decision to activate KC2 (Unified Command).

UEC Notification Procedure

Once the UEC Chair decides to activate UEC members, 911 CCC by instruction (authority) of the Incident Commander or designee, notifies UEC members of the UEC activation. 911 CCC will notify each UEC member via a phone call. See notification procedure below:

- 911 Command & Control Center is to maintain an emergency contact list for the UEC members and maintain a procedure for notifying the UEC members.
- Once the UEC Chair makes the decision to activate the UEC, the UEC members should be called via phone and provided with a brief description of the situation as well as information about location and access to the Crisis Management Center.
- UEC members should confirm their estimated time of arrival if not attending virtually.
- Those asked to locate members of the UEC must act deliberately and immediately.
- If primary contacts cannot be reached, the designated secondary or tertiary designate shall be contacted.
- The name(s) and information of UEC members responding must be forwarded to the UEC Chair.

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What does the declaration of an emergency trigger?

The EMP is activated concurrent with the Declaration of an Emergency by an authorized member of KAUST management and triggers the following:

➢ EOT Emergency Response Plan (including the Crisis Communications Plan)
➢ UEC Emergency Response Plan
➢ KC2 Emergency Response Plan – based on the decision by the UEC Chair
➢ All Hazard Action guides
➢ Hazard Specific Action Guides depending on the nature of the incident.
➢ Emergency Support Functions will be activated based upon the nature and scope of the event and the level of coordination and support the emergency response require.
➢ Mobilization of additional resources as necessary to ensure an effective and coordinated response depending on the nature of the incident.
➢ The UEC Chair will request for any SME(s) to brief the UEC as necessary.
➢ SME(s) will in turn mobilize or virtually attend to the EOT meetings and if required attend UEC meetings if requested by the UEC Chair.

What are the Levels of UEC activation?

The UEC will be activated according to the level necessary and provide strategic support and guidance to emergency operations. See *Figure 05* below.

Level #	Name of Level	Description	Example
I	Normal Operations / Limited Emergency Conditions	A situation or incident has occurred or may occur and being **monitored.** IC escalate as needed. May warrant further actions.	• Adverse weather forecast / Flood Warning • Off-site hazmat spill posing risk to KAUST
II	Minor Emergency	A situation or incident has occurred and may require **limited activation** of the EOT / notification of UEC.	• **Individuals/property** • **Contained small area** • **Minor injury**
III	Moderate Emergency	A situation or incident has occurred requiring **activation** of the EOT & briefing/activation UEC as needed.	• **Individuals/property** • **May further impact adjacent areas/services** • **Moderate/serious injury**
IV	Major Emergency	A situation or incident has occurred requiring **activation** of the KAUST Crisis Center (KC2).	• **Threatens death or serious injury** • **Prolonged disruption of essential services** • **KAUST-wide impact**

Figure 05 – Level of EOT/UEC/KC2 Activation

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Suggested UEC Agenda to Manage the Emergency

Upon activation of the UEC, members will convene virtually or at the Crisis Management Center and will receive an incident briefing from the UEC Chair or designee. The agenda template below suggests important points to cover during the first UEC meeting following activation.

Item	Action Taken
Analysis of Impact – "*The Recognized Current Situation*" & *"Key Issues"* • Evaluate of the scope of the problem and its implications (Incident, injuries and Damage Assessment reports from On-Scene Commander/Management of the affected area)	
Objectives – *"Strategic Aims/Priorities & "Actions"* • Determine KAUST's objectives • Determine the Business Continuity objectives • Define and prioritize these objectives	
UEC Support • Depending on the scenario and escalation level, determine need for specialist support/expertise (e.g., legal, security, communications etc.)	
Communications • Consider who should be informed • Determine which, if any, external regulatory and prosecutorial bodies should be notified • Determine if any internal communications need to take place • Determine if other necessary communications need to take place • Refer to the Crisis Communication Plan - GBC	
Legal Perspective • Determine the required legal action	
Insurance Position • Determine whether insurance cover is available, and if so, how best to use the support it may provide	
Information Collection Strategy • Identify the major information gaps • Develop an investigative strategy	
Media Strategy • Determine the media strategy to be implemented • Determine the contents of any required releases	
Management of Immediate/Critical Recovery Projects Identified • Identify actions and their required timeline • Identify the specialist advisors required in relation to project management • Define needed standby personnel	

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5. CRISIS MANAGEMENT CENTER

When is the Crisis Management Center activated?

When a situation or incident requires UEC involvement and strategic guidance, the UEC Chair will activate the UEC. Members will convene virtually or at the Crisis Management Center, from where the situation will be given the necessary strategic guidance and support. Depending on the accessibility of the primary Crisis Management Center, UEC members may be instructed to proceed to a secondary location.

Where is the Crisis Management Center located?

Primary and secondary physical locations for the Crisis Management Center (CMC) are captured in *Figure 06* below. The IC will brief the UEC Chair on the most suitable location based on the current situation and the UEC Chair will decide if the UEC will meet virtually, or alternatively which physical location will be used. In certain circumstances, like a university-wide evacuation, it may be necessary to operate the Crisis Management Center virtually or from an off-site location. It is critical that all persons with emergency response responsibilities are familiar with these locations.

Primary Location	Secondary Location
President's Office Conference Room Level 4 Room 4120 Building 16 4700 KAUST Thuwal	Central Services Office Building (CSOB) Level 3 Conference Room 347 4700 KAUST Thuwal

Figure 06 – Crisis Management Center Locations

How is the Crisis Management Center setup?

The Crisis Management Center Setup Checklist in *Figure 07* below*,* outline the action steps to be taken and list items/equipment that should be available in setting up the Center.

CRISIS MANAGEMENT CENTER CHECKLIST	✅
Unlock Crisis Management Center and set up staff position plaques.	☐
Mobilize AV Support (& Security Technologist if CCTV streaming required)	☐
Set up audio-visual equipment (and CCTV monitors if required)	☐
Set up telephones and communication equipment if required.	☐
Establish Information Management System – Information Management Officer	☐

Prepare & populate flipchart templates / whiteboards and post around the CMC:
 	
   - **Recognized Current Situation**
The present situation described clearly and succinctly, as a basis for coordination and decision making. To include a list of key events that informs an understanding and interpretation of the recognized current situation.
   - **Key Issues**
The important issues arising and against which the overall response needs to be constantly assessed.
   - **Strategic Aims/Priorities**
The overall aim (strategic direction) and the priority items that must be actioned in order to meet the aim.
   - **Actions**
Actions that have been decided in order to bring the situation under control, marked off and time-stamped when achieved.
	☐
	
	☐
	
	☐
	
	☐

Circulate Attendance List for signature by all attendees	☐
Hand out stationary as required	☐
Digitize information on flip charts and white boards for record keeping.	☐

Figure 07 – Crisis Management Center Activation Procedures Checklist

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6. Crisis Communications Plan

The Crisis Communications Plan is owned by Global Branding and Communications (GBC) and an integral part of the emergency management framework.

The following content is an excerpt of the Crisis Communication Plan and focus on Section 2 of the plan – Activation.

Who activates the plan?

- Incident Commander

When is the plan activated?

In event of a situation or incident that causes (or with the potential to cause) or threatens death or serious injury or has a moderate to major impact on KAUST community, property, essential services, critical resources, infrastructure, operations or reputation of KAUST.

Who are the designated spokespersons?

Only the following persons are authorized to speak to or engage with the media in relation to an incident or emergency:

- University Public Information Officer (PIO) or designee.
- A University Executive Committee member nominated by the President; or
- A member of staff nominated by the Incident Commander.

CRISIS COMMUNICATIONS TEAM

In addition to the management of command critical information during an emergency, communications to the community, the wider public and the media is also vital and should be operated in a systematic manner. ***Figure 08*** below lists the associated Crisis Communications Team roles and responsibilities:

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Role	Responsibilities
GBC UEC Representative	• Function as a member of the senior leadership team - UEC
GBC EOT Representative	• Function as member of EOT and Communicate with GBC team and consult with the IC on needs, priorities, etc.
Communications Officer (On Call Communications Manager)	• Activate Crisis Communications Plan and assign roles and responsibilities listed within • Assist in setting up media centre and general media management at the scene. • Carry duty telephone and answer all calls. • Maintain a fully charged telephone battery and/or carry a spare battery so as to be able to deal with any incident at any time • Shall not be on leave during their on-call period • Have a copy of this plan on their persons at all times • Keep the UEC informed of key actions and decisions
	• Coordinate GBC efforts in support of the IC and GBC representative at the UEC • Represent the communications team at the On-Scene Incident Command Post • Assist and advise on Media Holding Statements and Information Communication Releases to the community, public and media where required. • Monitor, report and post on behalf of the University • Field media inquiries and report to the GBC EOT Representative about ongoing media coverage, needs, etc. • Maintain the department source for information and content • Write, photograph, translate and publish required content • Translation where required

Figure 08 – Crisis Communications Team Roles & Responsibilities

CRISIS COMMUNICATIONS TEAM LOCATION & POSITIONING

The Crisis Communications Team should be located separate to the EOC to allow the Media Liaison Officers to conduct their roles and responsibilities listed above.

Location in order of preference, dependent on location and severity of incident
4. The GBC offices
5. Business continuity pre-designated alternate seating locations (see GBC BCP)
6. GBC staff residential premises

Depending on the site and nature of the event, it may be preferable to have the media center near the EOC, but a Global Branding and Communications Department presence may also be required at the Incident Command Post on-scene. Working to facilitate the needs of the community and the media will help reduce the possibility of attempts at unauthorized access to the site of the emergency or other sites associated with it. Regular information releases / media briefings should be scheduled to suit media channel broadcasts. These briefings should also be used to disseminate help-line telephone numbers and necessary public information messages. Background information that has been compiled before the event can be used to inform holding statements for use during the early stages of the incident.

Escalation

The President shall, as soon as practicable, notify and keep the Board of Trustees informed of emergencies as required.

Communication with the wider University Community will be undertaken in accordance with the timelines and systems described in the *Crisis Communications Plan*.

COMMUNICATION PLATFORM

Depending on the type and duration of the emergency a full communications package will have to be designed for the most effective communication channels to reach the target audience. A range of tools and methods may include the following in *Figure 09* below.

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COMMUNICATION CHANNELS BY STAKEHOLDER	
Activation / Mobilizing:	
Emergency Services	911 Mobilizing Systems / Tetra Radios
Emergency Management Personnel	Mobile Phones
EOT Members	Mobile Phones
UEC Members	Mobile Phones
IMOs	Mobile Phones
Emergency Support Functions	Mobile Phones
Evacuation Notice:	
Staff from buildings	ALERT text and voice messages – VOIP System P.A. Systems / Warning Alarms / ALERT SMS
Community from homes	ALERT text and voice messages – VOIP System Emails / ALERT SMS text messages
Community from streets	P.A. Systems / Warning Alarms/Social Media / TV / Radio / Mobile Patrols
Students from schools	ALERT text and voice messages – VOIP System P.A. Systems / Warning Alarms / Loud Hailers /
Community from facilities	Variable Messaging Signs / Radio / Mobile Patrols P.A. Systems / Warning Alarms / Landline Intercom
Contractors from sites	Loud Hailers / Variable Messaging Signs P.A. Systems / Warning Alarms / Landline Intercom Loud Hailers / Variable Messaging Signs / Social Media
Adjacent communities	P.A. Systems / Warning Alarms / Landline Intercom Loud Hailers / Variable Messaging Signs / Social Media / Emails / Radio / Mobile Patrols Loud Hailers / Variable Messaging Signs / Social Media / Emails / Radio / Telephones
External Communications:	
Additional support required	Landline Telephone / Mobile Phones / Email / SMS
Government Agencies	Landline Telephone / Mobile Phones / Email / SMS
Press / Media	Landline Telephone / Mobile Phones / Email / SMS / Social Media
Next of kin	Landline Telephone / Mobile Phones
Board of Trustees	Landline Telephone / Mobile Phones / Email / SMS
Emergency Communications:	
During Power / I.T. Outages (Internal)	Landline Phones / Mobile Phones / Tetra Radios / Closed Radio System / Email / Satellite Phones
During Power / I.T. Outages (External)	Landline Phones / Mobile Phones / Tetra Radios / Email / Satellite Phones

Figure 09 – Communication Channels by Stakeholder

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PRELIMINARY INFORMATION RELEASE

During the initial stages of an Emergency or Crisis, members of staff, the community and the media will be seeking information and this requirement should be addressed as soon as reasonably practicable with the use of pre-approved Information Release Templates. Templates should include: 1. An Introduction, 2. Precautionary Measures, 3. Logistics Information and 4. Follow Up Information. Samples of these type of templates are contained within the Crisis Communications plan and in *Figure 10* below.

EMERGENCY INFORMATION RELEASE TEMPLATE
To: KAUST Community Information Release **Re: Incident Occurring at KAUST on 00th of XXXXXXX 20XX at XX.XX Hrs KSA Time** **5.   Introduction** **What is the subject of the communication?** Update on Weather Conditions and Services at KAUST **Who are we addressing?** Dear KAUST Community, **What is the nature of the incident?** Over the past several hours KAUST has experienced a significant amount of rainfall. While we do not anticipate any further heavy rains, many streets within the community are flooded. Our drainage system is operational and additional pumps have been dispatched to flooded areas to bring the streets back to normal. **6.   What are the precautionary measures?** For your safety and the safety of others, please avoid entering any areas full of water, as flooding can create hidden dangers that are not apparent to the eye. **7.   What Logistical information is necessary?** As a result of the flooding, all transportation within KAUST has been temporarily suspended until 11:00 a.m. Likewise, buses to Jeddah and Madinah have also been suspended for today as the rain pattern is proceeding south. All community, health and retail services will be open and normal operations for all dining and recreation facilities will proceed today. **8.   How should people follow up?** For all issues requiring immediate attention, call the Facilities Helpdesk 012-808-0959. For less urgent property damage or maintenance requests, e-mail: fchelpdesk@kaust.edu.sa. If you are experiencing minor leakage, please ensure that your balcony drains are unblocked, and clear of debris. We will keep you updated if there are any further developments. Please continue to monitor your e-mail and The Lens for updates. **Which emergency and non-emergency numbers should we include?**   Dialing 911 from a mobile phone – Call 012 808 0911 •   Dialing 911 from a landline – Call 911 •   Government Affairs emergency number - +966 54 470 1111 •   HR helpdesk - 012 808 2055 or +966 54 470 0277 from a mobile phone

Figure 10 – Emergency Information Release Template

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7. Information Management & Record Keeping

Information and intelligence are important in the Incident Command System (ICS). Incident management must establish a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence. In NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

Information and intelligence may be gathered from a variety of sources, including:

- 911 calls
- Radio, video and data communications among responders
- Situation Reports (SITREPS)
- Technical specialists from organizations such as the National Weather Service
- Reports from field observers
- Geospatial products, such as GIS, etc.
- Print, online, broadcast, and social media
- Risk assessments
- Terroristic or violent threats
- Surveillance of disease outbreaks
- Structural plans and vulnerabilities

➤ All vital information must be collated, deciphered for what is important, acted upon and recorded in a systematic and standard fashion.

➤ This principle can be assisted by but does not require electronic tools and can be very effectively managed using a simple generic framework of a 4 Whiteboard System (as depicted in *Figure 11* below), just so long as this is a standardized approach across all emergency command rooms and the information contained is retained for debrief purposes.

➤ Information captured should include:
  o "Recognized Current Situation – The FACTS"
  o "Key Issues"
  o "Strategic Aims / Priorities"
  o "Actions"

EMERGENCY INFORMATION MANAGEMENT SYSTEM	
"Current Situation – The FACTS"	**"Key Issues"**
The present situation described clearly and succinctly, as a basis for coordination and decision making. To include a list of key events that informs an understanding and interpretation of the recognized current situation.	*The important issues arising and against which the overall response needs to be constantly assessed.*
"Strategic Aims / Priorities"	**"Actions"**
The overall aim (strategic direction) and the priority items that must be actioned in order to meet the aim.	*Actions that have been decided in order to bring the situation under control, logged and time-stamped when achieved.*

Figure 11 – Information Management Boards

➢ Particular attention should be paid to the "Actions" ensuring that decisions and actions are followed up on, communicated, recorded and time stamped. An ***Activity Log*** as outlined in NIMS ICS standards should be kept recording these key actions.

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Activity Log

Purpose. The Activity Log records details of notable activities at any ICS level (EOT/UEC/KC2), including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any After Action Review Report.

Preparation. Activity Logs need to be maintained by personnel in various ICS positions as it is needed or appropriate. UEC members should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed Activity Logs are submitted to the UEC Chief of Staff, who will ensure all completed original Activity Logs are filed for record keeping. It is recommended that individuals retain a copy for their own records.

8. UEC Activity log

Tasks and responsibilities will be assigned to respective members. This information should be tracked on the UEC Activity Log form in *Figure 12* below*.*

Name of UEC Chair:	
Name of Incident/Emergency:	
Activity Log Date: **Page #:**	

Action/Task	Assigned to (Name and Position)	Date and Time Assigned	Action/Task Completed		Remarks/Comments
			Yes	**No**	

Figure 12 – UEC Activity Log

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9. Emergency Action Guides

The Emergency Action Guides outline the immediate actions to be performed when an emergency or potential for an emergency is identified. Action guides are divided into the following 3 categories. See summary in *Figure 13* below:

- **All-Hazards Action Guides**
  These are generic action guides embedded in the specific EMP Parts and used by the emergency management system to manage emergencies on a tactical and strategic level. All-hazard action guides are used by the:
  - EOT
  - UEC
  - KC2
  - Subject Matter Experts (SMEs)

- **Hazard-Specific Action Guides** are used by the Emergency Support Functions (ESFs) on an operational level and provide *incident specific* guidance. Hazard-specific action guides are embedded on Department Emergency Plans. These guides will be undergoing further development by ESFs in collaboration with Emergency Management.

- **Emergency Action Guide** for use by the KAUST **community** which provide incident specific guidance for individuals. The Emergency Action Guides is posted on the KAUST Portal - *Useful Links*. See link below.

  https://web.kaust.edu.sa/hse/flipbook/ERP/index.html

Type of Action Guide	For Use By	Where Is It Captured?
All-Hazards Action Guides	EOT, UEC, KC2 & Subject Matter Experts (SMEs)	Respective EOT, UEC and KC2 Emergency Response Plans
Hazard-Specific Action Guides	Emergency Support Functions (ESFs)	Department Emergency Plans
Emergency Action Guide	KAUST community	KAUST Portal Home Page – *Useful Links*

Figure 13 – Summary of Action Guides

10. UEC Action Guides

(University Executive Committee)

Strategic Level

The following are All-Hazards Action Guides designated for use by UEC Functions:

List of Action Guides:

10.1   General UEC Action Guide - All members

10.2   UEC Chair (President)

10.3   General Council

10.4   Senior Associate to the President & Vice President Strategic National Advancement

10.5   Provost

10.6   Vice President Research

10.7   Chief Financial Officer

10.8   Vice President Innovation and Economic Development

10.9   Chief of Staff

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10.1 UEC ACTION GUIDE – All MEMBERS

1. Always Ensure a Senior Management (UEC) Designee is Available to Respond

Roster or delegation of Senior University Management On-Call for KAUST Crisis Center (UEC) Role	Continually monitor all Emergency Communications Alert Systems

2. Respond to Mobilsation Request from Emergency Operations Center (EOC)

Respond to Relevant Crisis Management Center in appropriate time	Request any additional Information en-route	Request any additional expert attendance

3. Assess the Extent of Emergency on Assembly of UEC

Confirm All Exact Emergency Details - Recognized Current Situation & Key Issues	Ensure OSCC & EOC are correctly established & functioning	Ensure IMO & Communication Officer are established & functioning

4. Establish UEC Coordination & Activities

Key Issues / Strategic Aims & Priorities / Actions / BCM / Recovery

Establish Communications with EOC and determine communication startegy	Establish Media Liaison Group to begin coordinating statements	Establish BCM Team & Assess Core Operations Disturbance

5. Make Necessary Arrangements for Full Support to EOC

Establish if External Assistance is required & make necessary liaisons	Ensure any Necessary Funding Arrangements are in place	Mobilise all Relevant Departmental Support & Delegate Authorities

6. Give Strategic Support to Incident Close

Regular Updates on Action Items from EOC	Control all Cummunity & Media Information Releases	Personnel Rotations, Welfare, Evacuations, Additional Resources	Ensure all HR Issues are attended to (Casualties)

7. Ensure Additional Arrangements in Recovery Phase

Initiate any necessary investigations (UIS)	Liaise with Business Continuity Management Lead on all Recovery & Reputation issues	Formal Stand Down of Emergency & Close of Incident	Ensure all information was recorded & Initiate Incident Debriefs & Report

10.2 UEC CHAIR (PRESIDENT) - ACTION GUIDE

Pre-Incident:
- Assume overall responsibility for the Crisis Management Program, Plan and initiatives.
- Ensure adequate resources (human and financial) are made available for Crisis Management initiatives.

During an Incident:
- Receive and review incident briefings/reports and response actions taken.
- Decision to activate the UEC Emergency Response Plan.
- Notify UEC of activation.
- Proceed to the Crisis Management Center or join the virtual UEC meeting.
- Appoint a UEC Secretary.
- Determine other relevant members that should be activated to join the Crisis Management Center including Subject Matter Experts (SMEs).
- Brief the UEC regarding the crisis and confirm the respective responsibilities.
- Initiate continuity response in coordination with the BCM team.
- Make the necessary decisions, especially regarding tasks and procedures specific to the crisis.
- Where the incident has attracted media attention or is deemed sufficiently critical, request involvement and support from the Global Branding and Communications and Government Affairs Teams (Communications Officer and the Government Liaison Officer).
- Obtain situation rapport from the Incident Commander.
- Review actions taken and adjusted strategies where necessary.
- Receive and evaluate Preliminary Damage Assessment report.
- Support the Incident Action Plan to mitigate risk and reduce extent of damage.
- Authorize additional expenditure in terms of business resumption.
- Stand down UEC when an incident is brought to a close.

Post Incident:
- Ensure that an incident investigation and review is carried out.
- Ensure the UEC Emergency Response Plan and other relevant sections of the EMP and Business Continuity Plan are amended in light of the lessons learnt.
- Support action plans to address gaps identified.
- Delegate action items to the relevant experts/department.

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10.3 GENERAL COUNCIL - ACTION GUIDE

Introduction:

The early involvement of General Counsel in the University's crisis response is crucial. In certain crisis situations, investigations to assign responsibility begin without delay. Many Agencies / Interest Groups will ask the fundamental questions of **who, what, when where and why**.

These may include the following: Fire Authorities, Police, Insurance Companies and Attorneys for any injured workers & related third parties. Also, the media will assert the public's right to know. Clearly, managers' vulnerability to civil and criminal litigation and administrative penalties is significant and warrants substantial consideration.

Dependent on the situation, the best results may be achieved by assigning General Counsel to direct and supervise the investigation as early as possible. Once legal privileges are properly established and the University's General Counsel is involved, the experts can be guided to continue their work and provide information as necessary.

During an Incident:

- Proceed to the Crisis Management Center or attend virtually upon notification.
- Evaluate the incident report from a legal perspective.
- Evaluate legal risk in relation to the options available.
- Provide legal advice in relation to the incident.
- Provide legal counsel with respect to contractual obligations with regards to service providers and/or tenants.
- Provide legal review and clearance for public statements, press releases and internal communications.
- Approve actions and statements to victims or their relatives.
- Ensure identity, location and welfare of all visitors under departmental care.
- Monitor changes in legislation dealing with the responsibilities of the President.

Post Incident:

- Produce a post incident report with recommendations for adoption/review during future incidents.
- Submit recommendations to the President.

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10.4 VICE PRESIDENT & SENIOR ASSOCIATE TO THE PRESIDENT, STRATEGIC NATIONAL ADVANCEMENT – ACTION GUIDE

Pre-Incident:

- Overall responsibility for defining, communicating and implementing plans, to ensure the resilience of SNA related activities and services against potential threats to Mission Critical Activities (MCA's).
- Ensure effective operational practices are in place and well-rehearsed within SNA to ensure the swift restoration of MCA's following all anticipated disruptions to operations.
- Ensure updated SNA student information (including next of kin contact details) are readily available.

During an Incident:

- Proceed to the Crisis Management Center or attend virtually upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Liaise with SNA Senior Management and activate the on-campus SNA Student Emergency Response Plan.
- Ensure implementation of all relevant Business Continuity Plans through mobilization of and regular updates from SNA Senior Management and Operations Manager.
- Evaluate the incident report from a SNA perspective.
- Ensure identity, location and welfare of all visitors under departmental care.
- Ensure the welfare needs of on-campus SNA students are catered for during a situation.
- Ensure the next of kin of SNA students are notified and updated on student welfare.
- Assess the impact of any incident to off-campus SNA activity e.g., KGSP.
- Prepare an on-campus SNA student brief.
- Coordinate the rescheduling of SNA activities (Programs & Events).
- Make arrangements in collaboration with IT to set up an emergency hot-line for on-campus SNA student-related and welfare issues.
- Identify potential related reputational risks and provide recommendations for appropriate mitigation.

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- Predict and measure shifts in national sentiment towards KAUST during any emergency period.
- Give advice and strategic direction to ensure necessary integration and coordination with National Stakeholders.
- Provide advice and recommendations to the UEC Chair pertaining to communication during an emergency or crisis.

Post Incident:
- Support SNA with respect to post incident issues.
- Facilitate a Business Recovery Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

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10.5 PROVOST – ACTION GUIDE

Pre-Incident:

- Overall responsibility for defining, communicating and implementing plans, to ensure the resilience of Academic related activities and services against potential threats to Mission Critical Activities (MCA's).
- Ensure effective operational practices are in place and well-rehearsed within the Academic organization to ensure the swift restoration of MCA's following all anticipated disruptions to operations.
- Ensure updated Faculty & student information (including next of kin contact details) are readily available.

During an Incident:

- Proceed to the Crisis Management Center or attend virtually upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Liaise with the Dean of Graduate Affairs and activate the Student Emergency Response Plan.
- Ensure implementation of all relevant Business Continuity Plans through mobilization of and regular updates from Research, Deans and Operations Managers.
- Evaluate the incident report from a Faculty/Graduate Affairs perspective.
- Ensure the welfare needs of students are catered for during a situation.
- Ensure identity, location and welfare of all visitors under departmental care.
- Prepare a student brief.
- Coordinate rescheduling of classes and public events. Communicate academic information to all students.
- Make arrangements in collaboration with IT to set up an emergency hot-line for student-related and welfare issues.
- Assess student morale and make recommendations to the UEC Chair.

Post Incident:

- Support Academic department with respect to post incident issues.
- Facilitate a Business Recovery Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

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10.6 VICE PRESIDENT RESEARCH – ACTION GUIDE

Pre-Incident:
- Overall responsibility for defining, communicating and implementing plans, to ensure the resilience of Research related activities and services against potential threats to Mission Critical Activities (MCA's).
- Ensure effective operational practices are in place and well-rehearsed within the Research organization to ensure the swift restoration of MCA's following all anticipated disruptions to operations.
- Ensure updated information on all critical research activities and salvage priorities.

During an Incident:
- Proceed to the Crisis Management Center or attend virtually upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Evaluate the incident report from a Research Department perspective.
- Liaise with Core Labs & Research Infrastructure (CL&RI) to implement the appropriate Emergency Response Plan.
- Liaise with the Office of Sponsored Research (OSR) to evaluate anticipated effects and implement the appropriate Emergency Response Plan.
- Liaise with all Research Centers to evaluate anticipated effects and implement the appropriate Emergency Response Plan.
- Ensure the coordinated response across research operations in case of supply chain interruptions in order to minimize loss of critical research projects and research assets.
- Communicate relevant information to UEC members.
- Communicate important information to the research community.

Post Incident:
- Support the Research Department with respect to post incident issues.
- Facilitate a Business Continuity Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.
- Allocate action items to the relevant areas within Research.

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10.7 CHIEF FINANCIAL & BUSINESS OFFICER – ACTION GUIDE

Pre-Incident:

- Overall responsibility to ensure resilience of Business & Finance critical activities against potential threats to Mission Critical Activities (MCAs).
- Ensure effective operational practices are in place and well-rehearsed, to ensure swift restoration of MCAs following all anticipated disruptions to operations.
- Establish and maintain the necessary arrangements to enable business and financial commitments to be met in a situation.
- Ensure full Enterprise Risk Management and Business Continuity Management Program in place.

During an Incident:

- Assist with the establishment of a Crisis Management Center (Finance aspects).
- Proceed to the Crisis Management Center or attend virtually upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Ensure adequate arrangements and support are in place for the Finance managed division to active their internal plans.
- Ensure adequate arrangements and support are in place for the Enterprise Risk Management (ERM) and Business Continuity Management (BCM) Teams to activate their plans.
- Ensure activation of the Business Continuity Plans for impacted departments and functions.
- Request regular updates from the ERM / BCM Teams.
- Ensure identity, location and welfare of all visitors under departmental care.
- Communicate with financial institutions (where applicable).
- Co-ordinate the financial administration process.
- Maintain detailed records of costs incurred.
- Provide regular updates & status reports to the UEC.

Post Incident:

- In conjunction with the Insurance Manager, evaluate the damage assessment report from a Finance / Insurance perspective.
- Conduct a final cost analysis.
- Submit a final consolidated list of costs, with recommendations to the UEC.

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Science and Technology

- In conjunction with the Finance team, evaluate the impact on KAUST and core operations from a Finance perspective.
- Produce a post incident report with recommendations for adoption/review during future incidents.
- Facilitate a Business Recovery Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

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10.8 VICE PRESIDENT, INNOVATION & ECONOMIC DEVELOPMENT – ACTION GUIDE

Pre-Incident:

- Overall responsibility for defining, communicating and implementing plans, to ensure the resilience of Innovation & Economic Development related activities and services against potential threats to Mission Critical Activities (MCA's).
- Ensure effective operational practices are in place and well-rehearsed to ensure swift restoration of MCAs following all anticipated disruptions to operations.
- Ensure updated information on all critical Innovation & Economic Development activities and salvage priorities.

During an Incident:

- Proceed to the Crisis Management Center or attend virtually upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Evaluate the incident report from an Innovation & Economic Development department perspective.
- Liaise with Innovation & Economic Development management to implement the appropriate emergency response plan.
- Ensure implementation of all relevant Business Continuity Plans through mobilization of and regular updates from Innovation & Economic Development Senior Management.
- Ensure identity, location and welfare of all visitors under departmental care.
- Liaise with the necessary stakeholders to evaluate anticipated effects and implement the appropriate emergency response plan.
- Communicate relevant information to UEC members and other stakeholders.

Post Incident:

- Support Innovation & Economic Development Department with respect to post incident issues.
- Facilitate a Business Continuity Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.
- Allocate action items to the relevant areas within Innovation & Economic Development.

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10.9 CHIEF OF STAFF (UEC SECRETARY) – ACTION GUIDE

In a crisis situation, it is vital to maintain records of all notifications made, actions taken, correspondence, etc. To this end, the UEC Chair will appoint a secretary. The secretary is reminded that all crisis management documents could be used as evidence in court. This process should be aligned to the Emergency Information Management System and Information Coordinator's activities.

Pre- Incident

- Familiarize himself/herself with duties and responsibilities during a crisis situation.
- Take part and complete the Information Coordinator training course.

During an Incident

- Upon notification, assist with setting up of the Crisis Management Center.
- Liaise with IT for the provision of equipment, i.e., pc/laptops, printer, photocopier, network accessibility, internet accessibility, international news accessibility, fax machine, white boards and stationary supplies etc.
- As instructed by the UEC, call-out (i.e., notify) other individuals required to join the Crisis Management Center (Subject Matter Experts). Inform additional members to bring any strategic information in their area of expertise which may be required.
- Make copies of the incident report for distribution to UEC members.
- Maintain a diary of events using the *UEC Activity Log Form and the Information Management System.*
- Provide secretarial support to the UEC.
- Collect, validate, coordinate and record all information concerning the crisis.
- Record all messages received, minutes of UEC meetings and instructions given, by whom and the times. These must be recorded in writing/recorded on tape. Ensure that all formats/logs are retained for record purposes.
- Arrange the typing and dispatch of all outgoing reports and letters.
- Prioritize incoming messages and pass them to the correct UEC member in accordance with their degree of urgency.
- Log all incoming and outgoing communications.
- Arrange monitoring of all Crisis Management Center telephones and establish a system for taking messages.
- Organize meals/refreshments taken in the room and, following request from UEC members, taking all steps necessary to provide for their accommodation.

▪ Arrange back-up or additional secretarial support where necessary.
Post Incident:
▪ Compile all data related to the incident.
▪ Archive the documents pertaining to the crisis.

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11. Deactivation or "Stand Down" of the UEC

In the event of an emergency having been declared, the On-Scene Commander will order the stand down after consultation with the Incident Commander.

If the UEC was activated, the Incident Commander, in consultation with the UEC Chair will coordinate the stand down of the UEC. Emergency Support Functions will report progress on bringing the incident to a close be guided by the IC. The IC will brief the UEC and EOT on deactivation or "Stand Down" and may be on a phased basis.

12. Appendices

Appendix A: Emergency Supply Checklists

APPENDIX A: GENERIC EMERGENCY SUPPLIES CHECKLIST +

Figure 14 below lists the minimum recommended supplies for the purpose to sustain individuals, or a family, through a natural, or other disaster events. *Figure 15* lists some suggested additional items that will be useful during a prolonged emergency situation. These lists are not exclusively limited, and personnel or families should consider their own unique needs and may choose to include more items than those listed. It is recommended that these items are gathered in a single location in sturdy, dust and water-proof boxes. If possible, it is also recommended to store important documents, such as passports, birth certificates etc. in a fire and water-proof container or safe.

EMERGENCY SUPPLY CHECKLIST	✔️
Water – At least 3 liters per person, per day, for at least 3 days, for drinking and sanitation	
Food – At least 3 days' supply, per person, of non-perishable foods; with a can-opener if supply contains canned goods.	
Flashlight with extra batteries	
First Aid Kit	
Medications and Glasses – At least a 3-day supply of prescription and general medications and a detailed list of medical history for each family member	
Infant Formula and Diapers – At least 3 days' supply	
Radio – Battery operated with extra batteries, or a hand-cranked operated to listen in to information alerts and instructions	
Whistle – To signal for help	
Dust Masks, to help filter contaminated air, plastic sheeting and duct tape to shelter-in-place	
Moist wipes, plastic garbage bags and plastic ties for personal sanitation	
Wrench, vice grips, or pliers to turn off utilities and some basic tools; pen knife, inter-changeable screwdriver etc.	
Clothes – One full change of clothes per person, including long sleeve shirts, underwear, socks and a sturdy pair of flat shoes or trainers	
Local Maps and Evacuation Plans with useful contact numbers	

Figure 14 – Generic Emergency Supply Checklist

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ADDITIONAL EMERGENCY SUPPLY CHECKLIST	✅
Pet Food and Extra Water for Pets – At least 3 days' supply	
Important Family Documents – Passports, Birth Certificates, Insurance Policies, Bank Account details etc. in a waterproof and if possible, fire-proof container	
Cash, Checks and Change	
Additional Emergency Reference Material – Emergency Plans, Information Leaflets, Useful Websites etc.	
Sleeping Bag or Warm Blanket for each person	
Fire Extinguisher	
Matches in a Water-proof Container	
Feminine Supplies and Personal Hygiene Items	
Mess Kits – Paper plates, paper cups, plastic utensils, paper towels etc.	
Paper and Pencils	
Books, Puzzles, Games and other activities for children	
Bleach and Medicine Dropper – Non-scented bleach, without other cleaning additives can be used as a disinfectant when diluted 9 parts waters to 1 part bleach. Or can be used to treat and sterilize water when diluted 16 drops of bleach to 4 liters of water.	
Additional Charged Power Packs for Mobile Phones, Tablets and Lap-Tops etc.	
Extra Battery Supplies	
Additional Changes of Clothes	
Additional Plastic Sheeting and Duct Tape	

Figure 15 – Additional Emergency Supply Checklist

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EMERGENCY RESPONSE PLAN
(Part 3 of 3)

KC2

(KAUST CRISIS CENTER)

Unified Command, Continuity & Recovery

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EMERGENCY MANAGEMENT PLAN (EMP) LAYOUT

Part 1: Background

Part 1 of the EMP outlines the overall context by which KAUST will manage incidents and emergencies affecting the University. This include the emergency management concepts, systems and structures to be utilized.

Part 2A: EOT Emergency Response Plan

The EOT (Emergency Operations Team) Emergency Response Plan outlines the *tactical* level response that provides more operationally focused guidance essential for taking command of the emergency. The EOT implement emergency response procedures, activate and coordinate Emergency Support Functions to protect life, prevent or limit further injury, prevent or limit harm to the environment and University infrastructure and assets, and to protect the University's core business of research and teaching in the lead up to, during and directly after an emergency event.

Part 2B: UEC Emergency Response Plan

The UEC (University Executive Committee) Emergency Response Plan outlines the overarching *strategic* level governance, policy level decisions, institutional prioritizations, fiscal authorizations, council and support given by senior executives (thought leaders) during an emergency with the goal to ensure recovery/continuity of business operations. The UEC aims to reduce the risk exposure to KAUST as an organization and supports existing tactical emergency response procedures to achieve this goal.

Part 3: KC2 Emergency Response Plan

The KC2 Emergency Response Plan outlines activation of the KAUST Crisis Center (KC2) in case of a university impacting circumstance, event, incident or emergency. KC2 follows the unified command approach and consists of the combined activation of the EOT and UEC members.

Appendices:

- *Hazard Specific* Action Guides (Existing guides need to be further developed by Emergency Support Functions in collaboration with Emergency Management)
- List of Emergency Support Functions (ESFs) Plans
- Contact Lists

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KC2 EMERGENCY RESPONSE PLAN - TABLE OF CONTENTS

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1. Incident Levels

Figure 01 below provide a breakdown of the **levels** of emergencies, **impact**, **resources required,** and emergency management **level notified/activated**:

Level of Emergency	Impact	Resources & Capabilities Required	Incident Escalation

Minor Emergency	Minor impact on:
	• individual(s)/property
	• one location
	• contained small area:
	  o small fire
	  o incident with minor injuries
	  o contained hazmat spill
		• KAUST Principal Emergency Services/Emergency Support Functions bring to a close
		• No need for mass emergency communications.
			911 CCC or Affected Department -
			➤ Escalate to EM
			➤ EM escalate to IC
			➤ IC escalate as needed
			➤ IC will escalate reputational risk to the UEC

Moderate Emergency	**Moderate impact** on:
	• Multiple individuals/properties
	• May also affect adjacent areas and infrastructure e.g., pluvial flooding impacting operations.
	• Disruption (less <48-Hours) of essential services
	  o IT network outage
	  o Water supply failure
	  o Power outage
		• Requires a coordinated approach by management and response personnel
		• Requires additional resources
		• Activation - EOT/UEC as needed
		• Activation - Crisis Communications Plan
		• Mass emergency communications
			911 CCC or Affected Department -
			➤ Escalate to EM
			➤ EM escalate to IC
			➤ IC activate EOT
			➤ IC escalate to UEC
			➤ President or designee activate UEC as needed
			➤ IC brief EOT/UEC

Major Emergency	Major impact on KAUST Threatens: • Death/serious injury • Prolonged disruption (greater > 48-Hours) of essential services • Cyber attack • Pandemic • Act of terror • Envir. disaster • Natural disasters • Major fire/explosion • Reputational damage	• Beyond the normal capabilities of KAUST Emergency Services and resources • Requires significant coordination of additional internal and external resources • Mass emergency communications	Incident Commander - ➤ EOT & UEC notification ➤ KAUST Crisis Center (KC2) activation (EOT/UEC) ➤ KC2 briefing

Figure 01 - Levels of emergencies, impact, resources required and emergency management level

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2. Incident Escalation

What constitutes a situation or incident which needs to be escalated?

Situations or incidents are divided into 2 categories as per *Figure 02* below:

Category #	Status	Response	Example
I	A situation which has the **potential to escalate** and become an incident impacting essential services, resources, infrastructure, or the potential to cause injury or death or cause reputational harm.	• Proactive approach • More time to prepare for the potential impact	• Pandemic • Adverse weather forecast / Flood Warning
II	An incident which has occurred and impacting essential services, resources, infrastructure or the potential to cause injury or death or harm to KAUST's reputation.	• Reactive approach • No time to prepare for the impact	• **Individuals/property** • **Contained small area** • **Individuals/property** • **May further impact adjacent areas/services** • **Threatens death or serious injury** • **Disruption of essential services**

Figure 02 – Situation/Incident Escalation

Once one of the above situations or incidents is recognized, it is escalated using the Incident Escalation Flow Chart in *Figure 03* below.

SITUATION/INCIDENT ESCALATION FLOW CHART

Situation or Incident

Requiring Emergency Services? Yes/No?

No e.g. Cyber Attack

1. Affected Department's staff escalate to Department Leadership
2. Department Leadership's appraisal of emergency
3. Escalation to Emergency Manager

Yes e.g. Explosion

911 CCC Receive Emergency Call

1. Dispatch resources
2. Notify Emergency Manager

On Scene Commander

1. Establish Incident Command Post
2. Appraisal of emergency
3. Update Emergency Manager

Emergency Manager

1. Gather information on current situation and key issues
2. Escalate to IC

Incident Commander

1. Assemble core members of EOT and required SME's
2. Site survey/appraisal if needed
2. IC Notify/Brief UEC

Decision to Declare Minor, Moderate or Major Emergency

Minor Emergency

1. Principle Emergency Services / Department bring to close
2. IC escalate as needed

Moderate Emergency

1. IC Activate EOT
2. IC Brief UEC
3. UEC Assembly as needed

Major Emergency

KC2 Activation

Figure 03 – Situation/Incident Escalation Flow Chart

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3. Declaration of Emergency

Who has the Authority to declare an emergency?

The following persons has the authority to declare an emergency:

- President or designee
- Incident Commander or designee
- Emergency Manager or designee

When is an emergency declared?

Authorized persons may declare an emergency when the following circumstances prevail:

- Advance Warning – A situation which has the **potential to escalate** and become an incident impacting essential services, resources, infrastructure or the potential to cause injury or death or harm to KAUST's reputation e.g., pandemic outbreak.
- A situation or incident impacting essential services, resources, infrastructure or the health and safety of the KAUST community, which requires a coordinated incident response to bring to a close e.g., extended utilities outage, extended IT network outage, fire, explosion, hazardous materials spill or health emergency.
- A situation or incident impacting KAUST beyond the normal response capability of existing resources; (e.g., complete IT network outage, major cyber-attack, aircraft crash, major natural disaster, health pandemic, major utilities outage etc.). The scale, extent and duration of the incident requires the activation of specific additional measures.
- On receipt of a message of a declared emergency by an authorized officer of any of the following:

  - The National Police
  - The National Guard
  - The Civil Defense
  - The Department of Public Health
  - The Coast Guard
  - A Government Department

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During an emergency the Incident Commander (IC) may direct:
- The closure of part or all of KAUST facilities.
- The evacuation of any University building or open space.
- The suspension of university operations.
- The activation of the Department Emergency Plans & Business Continuity Plan(s).

How is the emergency declared?

Situations or incidents which does not require Principal Emergency Services response e.g., a cyber-attack or major utilities outage will be reported by the affected Department staff to the HSE Emergency Manager or designee for escalation to the Incident Commander (IC). The IC will make an appraisal of the situation and declare an emergency if the situation requires a coordinated response and therefore activation of the EOT. The IC will brief the UEC Chair. The UEC Chair will make a decision on activation of the UEC or KC2. The IC will instruct 911 CCC to trigger the mobilization procedure (mobile call system) to activate the EOT/UEC or KC2 using the standardized emergency activation message in **Figure 04** below. 911 Command and Control Center staff will be trained to accept a message requesting declaration of an emergency from authorized persons only.

- The authorized person declaring the emergency need to give clear instruction to 911 CCC pertaining to the specific levels of the Emergency Management Structure to be activated e.g., EOT/UEC or KC2.
- The authorized person declaring the emergency need to be clear on the activation of the KAUST mass notification alert system.
- Situations or incidents which threatens death or serious injury require activation of the KAUST mass notification alert system.

Emergency Declaration Call to 911 Dispatch
"This is _____ *(Name & Position)* _____. Password is _____. A _____ *(type of incident)* _____ has occurred / or is imminent at _____*(location)*_____. As an authorized officer I declare that an emergency exists. Proceed with emergency notification of _____ (EOT/UEC or KC2) as per the mobilization procedure."

Figure 04 – Emergency Activation Message

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4. KC2 Activation & Notification

When is the KAUST Crisis Center (KC2) activated?

The KAUST Crisis Center consists of the EOT and UEC members (Unified Command) and activated in event of

- a major University impacting incident or circumstance that threatens death or serious injury
- beyond the normal capabilities of KAUST Emergency Services
- require considerable outside support and resources to deal with an emergency incident
- requires significant coordination
- major impact on essential services, critical infrastructure or reputation of KAUST

It is always possible that a minor situation or incident may escalate, triggering the Incident Commander to activate the EOT and brief the UEC.

In case of a university impacting situation or incident, the Incident Commander will brief the UEC and the UEC Chair will make the decision to activate KC2 (Unified Command).

KC2 Notification Procedure

Once the UEC Chair decides to activate KC2, 911 CCC by instruction (authority) of the Incident Commander or designee, notifies the KC2 members of KC2 activation. 911 CCC will notify each KC2 member via a phone call. See notification procedure below:

- 911 Command & Control Center is to maintain an emergency contact list for the KC2 members and maintain a procedure for notifying the KC2 members.
- Once the UEC Chair makes the decision to activate KC2, the KC2 members should be called via phone and provided with a brief description of the situation as well as information about location and access to the Crisis Management Center.
- KC2 members should confirm their estimated time of arrival.
- Those asked to locate KC2 members must act deliberately and immediately.
- If primary contacts cannot be reached, the designated secondary or tertiary designate shall be contacted.
- The name(s) and information the KC2 members responding must be forwarded to the KC2 Chair.

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When is the EMP activated?

The EMP is activated concurrent with the Declaration of an Emergency by an authorized member of KAUST management and triggers the following:

➢ EOT Emergency Response Plan (including the Crisis Communications Plan)
➢ UEC Emergency Response Plan, or
➢ KC2 Emergency Response Plan – based on the decision by the UEC Chair
➢ All Hazard Action guides
➢ Hazard Specific Action Guides depending on the nature of the incident.
➢ Emergency Support Functions will be activated based upon the nature and scope of the event and the level of coordination and support the emergency response require.
➢ Mobilization of additional resources as necessary to ensure an effective and coordinated response depending on the nature of the incident.
➢ The IC will request for notification of the SME(s) responsible for the activated Emergency Support Function(s).
➢ SME(s) will in turn mobilize or virtually attend to the EOC at the request of the IC.

What are the Levels of EOT, UEC and KC2 activation?

The EOT, UEC and KC2 will be activated according to the level necessary. See *Figure 05* below. KC2 provides strategic support and guidance to emergency operations.

Level #	Name of Level	Description	Example
I	Normal Operations / Limited Emergency Conditions	A situation or incident has occurred or may occur and being **monitored.** IC escalate as needed. May warrant further actions.	• Adverse weather forecast / Flood Warning • Off-site hazmat spill posing risk to KAUST
II	Minor Emergency	A situation or incident has occurred and may require **limited activation** of the EOT / notification of UEC.	• **Individuals/property** • **Contained small area** • **Minor injury**
III	Moderate Emergency	A situation or incident has occurred requiring **activation** of the EOT & briefing/activation UEC as needed.	• **Individuals/property** • **May further impact adjacent areas/services** • **Moderate/serious injury**
IV	Major Emergency	A situation or incident has occurred requiring **activation** of the KAUST Crisis Center (KC2).	• **Threatens death or serious injury** • **Prolonged disruption of essential services** • **KAUST-wide impact**

Figure 05 – Level of EOT/UEC/KC2 Activation

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SUGGESTED KC2 AGENDA TO MANAGE THE CRISIS

Upon activation of KC2, members will convene at the Crisis Management Center and will receive an incident briefing from the KC2 Chair or designee. The agenda template below suggests important points to cover during the first KC2 meeting following activation.

Item	Action Taken
Analysis of Impact – "*The Recognized Current Situation*" & "*Key Issues*" • Evaluate of the scope of the problem and its implications (Incident, injuries and Damage Assessment reports from On-Scene Commander/Management of the affected area)	
Objectives – "*Strategic Aims/Priorities & "Actions*" • Determine KAUST's objectives • Determine the Business Continuity objectives • Define and prioritize these objectives	
KC2 Support • Depending on the scenario and escalation level, determine need for specialist support/expertise (e.g., legal, security, communications etc.)	
Communications • Consider who should be informed • Determine external regulatory and prosecutorial bodies to be notified • Determine if any internal communications need to take place • Determine if other necessary communications need to take place • Refer Crisis Communication Plan - GBC	
Legal Perspective • Determine the required legal action	
Insurance Position • Determine whether insurance cover is available, and if so, how best to use the support it may provide	
Information Collection Strategy • Identify the major information gaps • Develop an investigative strategy	
Media Strategy • Determine the media strategy to be implemented • Determine the contents of any required releases	
Management of Immediate/Critical Recovery Projects Identified • Identify actions and their required timeline • Identify the specialist advisors required in relation to project management • Define needed standby personnel	

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5. CRISIS MANAGEMENT CENTER

When is the Crisis Management Center activated?

When a situation or incident requires KC2 activation, the KC2 members will convene at the Crisis Management Center, from where the situation will be managed. Depending on the accessibility of the primary Crisis Management Center, UEC members may be instructed to proceed to a secondary location.

Where is the Crisis Management Center located?

Primary and alternate locations for the Crisis Management Center are identified in *Figure 06* below. The IC will brief the UC Chair on the most suitable location based on the current situation and the UEC Chair will decide if the UEC will meet virtually, or alternatively which physical location will be used. In certain circumstances, like a university-wide evacuation, it may be necessary to operate the Crisis Management Center virtually or from an off-site location. It is critical that all persons with emergency response responsibilities are familiar with these locations.

Primary Location	Secondary Location
President's Office Conference Room Level 4 Room 4120 Building 16 4700 KAUST Thuwal	Central Services Office Building (CSOB) Level 3 Conference Room 347 4700 KAUST Thuwal

Figure 06 – Crisis Management Center Locations

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How is the Crisis Management Center setup?

The Crisis Management Center Setup Checklist in *Figure 07* below*,* outline the action steps to be taken and list items/equipment that should be available in setting up the Center.

CRISIS MANAGEMENT CENTER CHECKLIST	✅
Unlock Crisis Management Center and set up staff position plaques.	☐
Mobilize AV Support (& Security Technologist if CCTV streaming required)	☐
Set up audio-visual equipment and CCTV monitors if required	☐
Set up telephones and communication equipment	☐
Establish Information Management System – Information Management Officer	

Prepare & populate flipchart templates / whiteboards and post around the EOC:
  - Recognized Current Situation
The present situation, described clearly and succinctly, as a basis for coordination and decision making. To include a list of key events that informs an understanding and interpretation of the recognized current situation.
  - Key Issues
The important issues arising and against which the overall response needs to be constantly assessed.
  - Strategic Aims/Priorities
The overall aim (strategic direction) and the priority items that must be actioned in order to meet the aim.
  - Actions
Actions that have been decided in order to bring the situation under control, marked off and time-stamped when achieved.
	☐
	
	☐
	
	☐
	
	☐

Circulate Attendance List for signature by all attendees	☐
Hand out stationary as required	☐
Digitize information on flip charts and white boards for record keeping	☐

Figure 07 – Crisis Management Center Activation Procedures Checklist

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6. Crisis Communications Plan

The Crisis Communications Plan is owned by Global Branding and Communications (GBC) and an integral part of the emergency management framework.

The following content is an excerpt of the Crisis Communication Plan and focus on Section 2 of the plan – Activation.

Who activates the plan?

- KC2 Chair (President or designee)

When is the plan activated?

In event of a situation or incident that causes (or with the potential to cause) or threatens death or serious injury or has a moderate to major impact on KAUST community, property, essential services, critical resources, infrastructure, operations or reputation of KAUST.

Who are the designated spokespersons?

Only the following persons are authorized to speak to or engage with the media in relation to an incident or emergency:

- University Public Information Officer (PIO) or designee.
- A University Executive Committee member nominated by the President; or
- A member of staff nominated by the Incident Commander.

CRISIS COMMUNICATIONS TEAM

In addition to the management of command critical information during an emergency, communications to the community, the wider public and the media is also vital and should be operated in a systematic manner. *Figure 08* below lists the associated Crisis Communications Team roles and responsibilities:

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Role	Responsibilities
GBC UEC Representative	• Function as a member of the senior leadership team
GBC EOC Representative	• Function as member of KC2 and Communicate with GBC team and consult with the EOC on needs, priorities, etc.
Communications Officer (On Call Communications Manager)	• Activate Crisis Communications Plan and assign roles and responsibilities listed within • Assist in setting up media centre and general media management at the scene • Carry duty telephone and answer all calls • Maintain a fully charged telephone battery and/or carry a spare battery so as to be able to deal with any incident at any time • Shall not be on leave during their on-call period • Have a copy of this plan on their persons at all times • Keep the KC2 informed of key actions and decisions
	• Coordinate GBC efforts in support of KC2 • Represent the communications team at the On-Scene Incident Command Post • Assist and advise on Media Holding Statements and Information Communication Releases to the community, public and media where required. • Monitor, report and post on behalf of the University • Field media inquiries and report to the GBC KC2 Representative about ongoing media coverage, needs, etc. • Maintain the department source for information and content • Write, photograph, translate and publish required content • Translation where required

Figure 08 – Crisis Communications Team Roles & Responsibilities

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CRISIS COMMUNICATIONS TEAM LOCATION & POSITIONING

The Crisis Communications Team should be located separate to the Crisis Management Center to allow the Media Liaison Officers to conduct their roles and responsibilities listed above.

Location in order of preference, dependent on location and severity of incident
7. The GBC offices
8. Business continuity pre-designated alternate seating locations (see GBC BCP)
9. GBC staff residential premises

Depending on the site and nature of the event, it may be preferable to have the media center near the Crisis Management Center, but a Global Branding and Communications Department presence may also be required at the Incident Command Post on-scene. Working to facilitate the needs of the community and the media will help reduce the possibility of attempts at unauthorized access to the site of the emergency or other sites associated with it. Regular information releases / media briefings should be scheduled to suit media channel broadcasts. These briefings should also be used to disseminate help-line telephone numbers and necessary public information messages. Background information that has been compiled before the event can be used to inform holding statements for use during the early stages of the incident.

Escalation

The President shall, as soon as practicable, notify and keep the Board of Trustees informed of emergencies as required.

Communication with the wider University Community will be undertaken in accordance with the timelines and systems described in the *Crisis Communications Plan*.

COMMUNICATION PLATFORM

Depending on the type and duration of the emergency a full communications package will have to be designed for the most effective communication channels to reach the target audience. A range of tools and methods may include the following in *Figure 09* below:

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COMMUNICATION CHANNELS BY STAKEHOLDER	
Activation / Mobilizing:	
Emergency Services	911 Mobilizing Systems / Tetra Radios
Emergency Management Personnel	Mobile Phones
EOT Members	Mobile Phones
UEC Members	Mobile Phones
IMOs	Mobile Phones
Emergency Support Functions	Mobile Phones
Evacuation Notice:	
Staff from buildings	ALERT text and voice messages – VOIP System P.A. Systems / Warning Alarms / ALERT SMS
Community from homes	ALERT text and voice messages – VOIP System Emails / ALERT SMS text messages
Community from streets	P.A. Systems / Warning Alarms/Social Media / TV / Radio / Mobile Patrols
Students from schools	ALERT text and voice messages – VOIP System P.A. Systems / Warning Alarms / Loud Hailers /
Community from facilities	Variable Messaging Signs / Radio / Mobile Patrols P.A. Systems / Warning Alarms / Landline Intercom
Contractors from sites	Loud Hailers / Variable Messaging Signs P.A. Systems / Warning Alarms / Landline Intercom Loud Hailers / Variable Messaging Signs / Social Media
Adjacent communities	P.A. Systems / Warning Alarms / Landline Intercom Loud Hailers / Variable Messaging Signs / Social Media / Emails / Radio / Mobile Patrols Loud Hailers / Variable Messaging Signs / Social Media / Emails / Radio / Telephones
External Communications:	
Additional support required	Landline Telephone / Mobile Phones / Email / SMS
Government Agencies	Landline Telephone / Mobile Phones / Email / SMS
Press / Media	Landline Telephone / Mobile Phones / Email / SMS / Social Media
Next of kin	Landline Telephone / Mobile Phones
Board of Trustees	Landline Telephone / Mobile Phones / Email / SMS
Emergency Communications:	
During Power / I.T. Outages (Internal)	Landline Phones / Mobile Phones / Tetra Radios / Closed Radio System / Email / Satellite Phones
During Power / I.T. Outages (External)	Landline Phones / Mobile Phones / Tetra Radios / Email / Satellite Phones

Figure 09 – Communication Channels by Stakeholder

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PRELIMINARY INFORMATION RELEASE

During the initial stages of an Emergency or Crisis, members of staff, the community and the media will be seeking information and this requirement should be addressed as soon as reasonably practicable with the use of pre-approved Information Release Templates. Templates should include: 1. An Introduction, 2. Precautionary Measures, 3. Logistics Information and 4. Follow Up Information. Samples of these type of templates are contained within the Crisis Communications plan and in *Figure 10* below.

EMERGENCY INFORMATION RELEASE TEMPLATE
To: KAUST Community Information Release   **Re: Incident Occurring at KAUST on 00th of XXXXXXX 20XX at XX.XX Hrs KSA Time**   **9.   Introduction**   **What is the subject of the communication?**   Update on Weather Conditions and Services at KAUST   **Who are we addressing?**   Dear KAUST Community,   **What is the nature of the incident?** Over the past several hours KAUST has experienced a significant amount of rainfall. While we do not anticipate any further heavy rains, many streets within the community are flooded. Our drainage system is operational and additional pumps have been dispatched to flooded areas to bring the streets back to normal.   **10. What are the precautionary measures?**   For your safety and the safety of others, please avoid entering any areas full of water, as flooding can create hidden dangers that are not apparent to the eye.   **11. What Logistical information is necessary?**   As a result of the flooding, all transportation within KAUST has been temporarily suspended until 11:00 a.m. Likewise, buses to Jeddah and Madinah have also been suspended for today as the rain pattern is proceeding south.   All community, health and retail services will be open and normal operations for all dining and recreation facilities will proceed today.   **12. How should people follow up?**   For all issues requiring immediate attention, call the Facilities Helpdesk 012-808-0959. For less urgent property damage or maintenance requests, e-mail: fchelpdesk@kaust.edu.sa. If you are experiencing minor leakage, please ensure that your balcony drains are unblocked, and clear of debris.   We will keep you updated if there are any further developments. Please continue to monitor your e-mail and The Lens for updates.   **Which emergency and non-emergency numbers should we include?**   • Dialing 911 from a mobile phone – Call 012 808 0911   • Dialing 911 from a KAUST landline – Call 911   • Government Affairs emergency number - +966 54 470 1111   • HR helpdesk - 012 808 2055 or +966 54 470 0277 from a mobile phone

Figure 10 – Emergency Information Release Template

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7. Information Management & Record Keeping

Information and intelligence are important in the Incident Command System (ICS). Incident management must establish a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence. In NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

Information and intelligence may be gathered from a variety of sources, including:

- 911 calls
- Radio, video and data communications among responders
- Situation Reports (SITREPS)
- Technical specialists from organizations such as the National Weather Service
- Reports from field observers
- Geospatial products, such as GIS, etc.
- Print, online, broadcast, and social media
- Risk assessments
- Terroristic or violent threats
- Surveillance of disease outbreaks
- Structural plans and vulnerabilities

➢ All vital information must be collated, deciphered for what is important, acted upon and recorded in a systematic and standard fashion.

➢ This principle can be assisted by but does not require electronic tools and can be very effectively managed using a simple generic framework of a 4 Whiteboard System (as depicted in *Figure 11* below), just so long as this is a standardized approach across all emergency command rooms and the information contained is retained for debrief purposes.

➢ Information captured should include:
  o "Recognized Current Situation – The FACTS"
  o "Key Issues"
  o "Strategic Aims / Priorities"
  o "Actions"

EMERGENCY INFORMATION MANAGEMENT SYSTEM	
"Current Situation – The FACTS"	**"Key Issues"**
The present situation described clearly and succinctly, as a basis for coordination and decision making. To include a list of key events that informs an understanding and interpretation of the recognized current situation.	*The important issues arising and against which the overall response needs to be constantly assessed.*
"Strategic Aims / Priorities"	**"Actions"**
The overall aim (strategic direction) and the priority items that must be actioned in order to meet the aim.	*Actions that have been decided in order to bring the situation under control, logged and time-stamped when achieved.*

Figure 11 – Information Management Boards

➢ Particular attention should be paid to the "Actions" ensuring that decisions and actions are followed up on, communicated, recorded and time stamped. An ***Activity Log*** as outlined in NIMS ICS standards should be kept recording these key actions.

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Information Coordinators

Given the importance attached to the information management function, trained Information Coordinators should attend at the scene and at the EOC to support the work of the On-Scene Commander, the Incident Commander and KC2. Information Coordinators should be experienced managers who have had practice prioritizing and presenting large amounts of information. This is a stand-alone task for trained and relatively experienced managers – not "board markers". The role of the Information Coordinator is key to the success of the information management process.

- Activation of KC2 triggers mobilization of the Information Coordinators by 911 CCC.
- The relevant emergency information must be recorded in a systematic manner by trained IMO.
- The role of the Information Coordinator is to obtain, process and present information to the main decision makers in a clear and succinct manner.
- Particular attention should be paid to Action management tasks.

Activity Log - (See *Figure 12* below)

Purpose. The Activity Log records details of notable activities at any ICS level (EOT/UEC/KC2), including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any After Action Review Report.

Preparation. Activity Logs can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. KC2 members should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed Activity Logs are submitted to the Chief of Staff. All completed original forms must be filed for record keeping purposes. It is recommended that individuals retain a copy for their own records.

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8. KC2 Activity log

Tasks and responsibilities will be assigned to respective members. This information should be tracked on the KC2 Activity Log form in *Figure 12* below*.*

Name of KC2 Chair:	
Responsible for:	
Activity Log Date: Page #:	

Action/Task	Assigned to (Name and Position)	Date and Time Assigned	Action/Task Completed		Remarks/Comments
			Yes	No	

Figure 12 – KC2 Action Log

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9. Emergency Action Guides

The Emergency Action Guides outline the immediate actions to be performed when an emergency or potential for an emergency is identified. Action guides are divided into the following 3 categories. See summary in *Figure 13* below.

- **All-Hazards Action Guides**
  These are generic action guides for use by:
  - EOT
  - UEC
  - KC2
  - Subject Matter Experts (SMEs)

- **Hazard-Specific Action Guides** for use by the Emergency Support Functions (ESFs) which provide *incident specific* guidance. These guides will be undergoing further development by ESFs in collaboration with Emergency Management. The guides are listed in Appendix 1 of the Emergency Management Plan (EMP).

- **Emergency Action Guide** for use by the KAUST **community** which provide incident specific guidance for individuals. The Emergency Action Guides is posted on the KAUST Portal - *Useful Links*. See link below.

  https://web.kaust.edu.sa/hse/flipbook/ERP/index.html

Type of Action Guide	For Use By	Where Is It Captured?
All-Hazards Action Guides	EOT / UEC & KC2	Respective EOT, UEC and KC2 Emergency Response Plans
Hazard-Specific Action Guides	Emergency Support Functions (ESFs)	Appendix 1 of the EMP
Emergency Action Guide	KAUST community	KAUST Portal Home Page – *Useful Links*

Figure 13 – Summary of Action Guides

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10. KC2 Action Guides

(KAUST Crisis Center)

Strategic Level

The following are All-Hazards Action Guides designated for use by KC2 Functions:

List of Action Guides:

10.1   General KC2 Action Guide – All Members

10.2   KC2 Chair (President)

10.3   General Council

10.4   Senior Associate to the President & Vice President Strategic National Advancement

10.5   Provost

10.6   Vice President Research

10.7   Chief Financial Officer

10.8   Vice President Innovation and Economic Development

10.9   Chief of Staff

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10.1 KC2 ACTION GUIDE – ALL MEMBER

1. KC2 Members to Always Ensure Availability to Respond

Roster or delegation of Senior University Management On-Call for KAUST Crisis Center (KC2) Role	Continually monitor all Emergency Communications Alert Systems

2. Respond to Mobilsation Request from Emergency Operations Center (EOC)

Respond to Relevant Crisis Management Center in appropriate time	Request any additional Information en-route	Request any additional Subject Matter Expert (SME) attendance

3. Assess the Extent of Emergency on Assembly of KC2

Confirm All Exact Emergency Details - Recognized Current Situation & Key Issues	Ensure emergency management system correctly established & functioning	Ensure IMO & MLO are established & functioning

4. Establish KC2 Coordination & Activities
Key Issues / Strategic Aims & Priorities / Actions / BCM / Recovery

Determine Communications Strategy	Establish Media Liaison Group to begin coordinating statements	Establish BCM Team & Assess Core Operations Disturbance

5. Make Necessary Arrangements for Full Support to KC2 Domain Subgroups

Establish if External Assistance is required & make necessary liaisons	Ensure any Necessary Funding Arrangements are in place	Mobilise all required Emergency Support Functions & Delegate Authorities

6. Give Strategic Support to Incident Close

Regular Updates on Action Items from KC2 Domain Subgroups	Control all Cummunity & Media Information Releases	Personnel Reliefs, Welfare, Evacuations, Additional Resources	Ensure all HR Issues are attended to (Casualties)

7. Ensure Additional Arrangements in Recovery Phase

Initiate any necessary investigations (UIS)	Liaise with Business Continuity Management Lead on all Recovery & Reputation issues	Formal Stand Down of Emergency & Close of Incident	Ensure all information was recorded & Initiate Incident Debriefs & Report

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10.2 KC2 CHAIR (PRESIDENT) – ACTION GUIDE

Pre-Incident:
- Assume overall responsibility for the KC2 Emergency Response Plan and initiatives.
- Ensure adequate resources (human and financial) are made available for Crisis Management initiatives.

During an Incident:
- Receive and review incident reports and response actions taken.
- Make a decision to invoke the KC2 Emergency Response Plan.
- Notify and convene KC2.
- Proceed to the Crisis Management Center.
- Appoint a KC2 Secretary.
- Determine other relevant members that should be summoned to the Crisis Management Center including Subject Matter Experts (SMEs).
- Brief KC2 regarding the crisis and confirm the respective responsibilities.
- Initiate continuity response in coordination with the BCM team.
- Supervise and make the necessary decisions, especially regarding tasks and procedures specific to the crisis.
- Where the incident has attracted media attention or is deemed sufficiently critical, request involvement from Global Branding and Communications Team – Activate the Media Liaison Officers if not already done so.
- Ensure identity, location and welfare of all visitors under departmental care.
- Receive updated incident reports.
- Review actions taken and adjusted strategies where necessary.
- Liaise with Chief Human Resources Officer (for staff) or Graduate Affairs, (for students) regarding injured/missing person(s) status.
- Receive and evaluate Preliminary Damage Assessment report.
- Decide on plan of action and measures to mitigate risk and reduce extent of damage.
- Authorize additional expenditure in terms of business resumption.
- Stand down KC2 when an incident is brought to a close.

Post Incident:
- Ensure that an incident investigation and review is carried out.
- Ensure the KC2 Emergency Response Plan and other relevant sections of the EMP and University Business Continuity Plan are amended in light of the lessons learnt.
- Establish action plans.
- Allocate the action items to the relevant experts/department.

10.3 GENERAL COUNCIL – ACTION GUIDE

Introduction

The early involvement of General Counsel in the University's crisis response is crucial. In certain crisis situations, investigations to assign responsibility begin without delay. Many Agencies / Interest Groups will ask the fundamental questions of **who, what, when where and why**.

These may include the following: Fire Authorities, Police, Insurance Companies and Attorneys for any injured workers & related third parties. Also, the media will assert the public's right to know. Clearly, managers' vulnerability to civil and criminal litigation and administrative penalties is significant and warrants substantial consideration.

Dependent on the situation, the best results may be achieved by assigning a legal advisor/attorney to direct and supervise the investigation as early as possible. Once legal privileges are properly established and the University's General Counsel is involved, the experts can be guided to continue their work and provide information as necessary.

During an Incident:
- Proceed to the Crisis Management Center upon notification.
- Evaluate the incident report from a legal perspective.
- Evaluate legal risk in relation to the options available.
- Provide legal counsel in relation to the incident.
- Provide legal advice with respect to contractual obligations with other companies and/or tenants.
- Provide legal clearance for public statements, press releases and internal communications.
- Approve actions and statements to victims or their relatives.
- Ensure identity, location and welfare of all visitors under departmental care.
- Monitor changes in legislation dealing with the responsibilities of the President.

Post Incident:
- Produce a post incident report with recommendations for adoption/review during future incidents.
- Submit recommendations to the President.

10.4 SENIOR ASSOCIATE TO THE PRESIDENT & VP STRATEGIC NATIONAL ADVANCEMENT – ACTION GUIDE

Pre-Incident:

- Overall responsibility for defining, communicating and implementing plans, to ensure the resilience of SNA related activities and services against potential threats to Mission Critical Activities (MCA's).
- Ensure effective operational practices are in place and well-rehearsed within SNA to ensure the swift restoration of MCA's following all anticipated disruptions to operations.
- Ensure updated SNA student information (including next of kin contact details) are readily available.

During an Incident:

- Proceed to the Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Liaise with SNA Senior Management and implement on-campus SNA Student Emergency Response Plan.
- Ensure implementation of all relevant Business Continuity Plans through mobilization of and regular updates from SNA Senior Management and Operations Manager.
- Evaluate the incident report from a SNA perspective.
- Ensure identity, location and welfare of all visitors under departmental care.
- Ensure the welfare needs of on-campus SNA students are catered for during a situation.
- Ensure the next of kin of SNA students are notified and updated on student welfare.
- Assess the impact of any incident to off-campus SNA activity e.g., KGSP.
- Prepare an on-campus SNA student brief.
- Coordinate the rescheduling of SNA activities (Programs & Events).
- Make arrangements in collaboration with IT to set up an emergency hot-line for on-campus SNA student-related and welfare issues.
- Identify potential related reputational risks and provide recommendations for appropriate mitigation.

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King Abdullah University of
Science and Technology

- Predict and measure shifts in national sentiment towards KAUST during any emergency period.
- Give advice and strategic direction to ensure necessary integration and coordination with National Stakeholders.
- Provide advice and recommendations to the UEC Chair pertaining to communication during an emergency or crisis.

Post Incident:
- Support SNA with respect to post incident issues.
- Facilitate a Business Recovery Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

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King Abdullah University of
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10.5 PROVOST – ACTION GUIDE

Pre-Incident:

- Overall responsibility for defining, communicating and implementing plans, to ensure the resilience of Academic related activities and services against potential threats to Mission Critical Activities (MCA's).
- Ensure effective operational practices are in place and well-rehearsed within the Academic organization to ensure the swift restoration of MCA's following all anticipated disruptions to operations.
- Ensure updated Faculty & student information (including next of kin contact details) are readily available.

During an Incident:

- Proceed to the Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Liaise with Dean of Graduate Affairs and implement Student Emergency Response Plan.
- Ensure implementation of all relevant Business Continuity Plans through mobilization of and regular updates from Research, Deans and Operations Managers.
- Evaluate the incident report from a Faculty/Graduate Affairs perspective.
- Ensure the welfare needs of students are catered for during a situation.
- Ensure identity, location and welfare of all visitors under departmental care.
- Prepare a student brief.
- Coordinate rescheduling of classes and public events. Communicate academic information to all students.
- Make arrangements in collaboration with IT to set up an emergency hot-line for student-related and welfare issues.
- Assess student morale and make recommendations to the KC2 Chair.

Post Incident:

- Support Academic department with respect to post incident issues.
- Facilitate a Business Recovery Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

10.6 VICE PRESIDENT RESEARCH – ACTION GUIDE

Pre-Incident:

- Overall responsibility for defining, communicating and implementing plans, to ensure the resilience of Research related activities and services against potential threats to Mission Critical Activities (MCA's).
- Ensure effective operational practices are in place and well-rehearsed within the Research organization to ensure the swift restoration of MCA's following all anticipated disruptions to operations.
- Ensure updated information on all critical research activities and salvage priorities.

During an Incident:

- Proceed to the Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Evaluate the incident report from a Research Department perspective.
- Liaise with Core Labs & Research Infrastructure (CL&RI) to implement the appropriate Emergency Response Plan.
- Liaise with the Office of Sponsored Research (OSR) to evaluate anticipated effects and implement the appropriate Emergency Response Plan.
- Liaise with all Research Centers to evaluate anticipated effects and implement the appropriate Emergency Response Plan.
- Ensure the coordinated response across research operations in case of supply chain interruptions in order to minimize loss of critical research projects and research assets.
- Communicate relevant information to KC2 members.
- Communicate important information to the research community.

Post Incident:

- Support Research Department with respect to post incident issues.
- Facilitate a Business Continuity Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.
- Allocate action items to the relevant areas within Research.

جامعة الملك عبدالله
للعلوم والتقنية
King Abdullah University of
Science and Technology

10.7 CHIEF FINANCIAL OFFICER – ACTION GUIDE

Pre-Incident:

- Overall responsibility to ensure resilience of Finance critical activities against potential threats to Mission Critical Activities (MCAs).
- Ensure effective operational practices are in place and well-rehearsed, to ensure swift restoration of MCAs following all anticipated disruptions to operations.
- Establish and maintain the necessary arrangements to enable financial commitments to be met in a situation.
- Ensure full Enterprise Risk Management and Business Continuity Management Program in place.

During an Incident:

- Assist with the establishment of a Crisis Management Center (Finance aspects).
- Proceed to the Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Ensure adequate arrangements and support are in place for the Finance managed division to active their internal plans.
- Ensure adequate arrangements and support are in place for the Enterprise Risk Management (ERM) and Business Continuity Management (BCM) Teams to activate their plans.
- Ensure activation of the Business Continuity Plans for impacted departments and functions.
- Request regular updates from the ERM / BCM Teams.
- Ensure identity, location and welfare of all visitors under departmental care.
- Communicate with financial institutions (where applicable).
- Co-ordinate the financial administration process.
- Maintain detailed records of costs incurred.
- Formulate a daily overview concerning actions taken including costs.
- Provide regular updates & status reports to KC2.

Post Incident:

- In conjunction with the Insurance Manager, evaluate the damage assessment report from a Finance / Insurance perspective.

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King Abdullah University of
Science and Technology

- Conduct a final cost analysis.
- Submit a final consolidated list of costs, with recommendations to KC2.
- In conjunction with the Finance team, evaluate the impact on KAUST and core operations from a Finance perspective.
- Produce a post incident report with recommendations for adoption/review during future incidents.
- Facilitate a Business Recovery Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.

جامعة الملك عبدالله
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King Abdullah University of
Science and Technology

10.8 VICE PRESIDENT, INNOVATION & ECONOMIC DEVELOPMENT – ACTION GUIDE

Pre-Incident:

- Overall responsibility for defining, communicating and implementing plans, to ensure the resilience of Innovation & Economic Development related activities and services against potential threats to Mission Critical Activities (MCA's).
- Ensure effective operational practices are in place and well-rehearsed to ensure swift restoration of MCAs following all anticipated disruptions to operations.
- Ensure updated information on all critical Innovation & Economic Development activities and salvage priorities.

During an Incident:

- Proceed to the Crisis Management Center upon notification.
- Take a copy of the Emergency Response Plan and any other strategic information in your area of expertise which may be required in the handling of a crisis.
- Evaluate the incident report from an Innovation & Economic Development department perspective.
- Liaise with Innovation & Economic Development management to implement the appropriate emergency response plan.
- Ensure implementation of all relevant Business Continuity Plans through mobilization of and regular updates from Innovation & Economic Development Senior Management.
- Ensure identity, location and welfare of all visitors under departmental care.
- Liaise with the necessary stakeholders to evaluate anticipated effects and implement the appropriate emergency response plan.
- Communicate relevant information to KC2 members and other stakeholders.

Post Incident:

- Support Innovation & Economic Development Department with respect to post incident issues.
- Facilitate a Business Continuity Plan.
- Ensure lessons learnt are incorporated in the Emergency Response Plan and other relevant sections of the Business Continuity Plan.
- Allocate action items to the relevant areas within Innovation & Economic Development.

10.9 CHIEF OF STAFF (UEC SECRETARY) – ACTION GUIDE

In a crisis situation, it is vital to maintain records of all notifications made, actions taken, correspondence, etc. To this end, the KC2 Chair will appoint a secretary. The secretary is reminded that all crisis management documents could be used as evidence in court. This process should be aligned to the Emergency Information Management System and Information Management Officers' activities.

Pre- Incident
- Familiarize himself/herself with duties and responsibilities during a crisis situation.
- Take part and complete the Emergency Information Manager's training course.

During an Incident
- Upon notification, assist with setting up the Crisis Management Center.
- Liaise with IT for the provision of equipment, i.e., pc/laptops, printer, photocopier, network accessibility, internet accessibility, international news accessibility, fax machine, white boards and stationary supplies etc.
- As instructed by the UEC, call-out (i.e., notify) other individuals required to join the Crisis Management Center (Subject Matter Experts). Inform additional members to bring any strategic information in their area of expertise which may be required.
- Make copies of the incident report for distribution to UEC members.
- Maintain a diary of events using the *KC2 Activity Log Form and the Information Management System.*
- Provide secretarial support to KC2.
- Collect, validate, coordinate and record all information concerning the crisis.
- Record all messages received, minutes of KC2 meetings and instructions given, by whom and the times. These must be recorded in writing/recorded on tape. Ensure that all formats/logs are retained for record purposes.
- Arrange the typing and dispatch of all outgoing reports, letters or faxes.
- Prioritize incoming messages and pass them to the correct KC2 member in accordance with their degree of urgency.
- Log all incoming and outgoing communications.
- Arrange monitoring of all Crisis Management Center telephones and establish a system for taking messages.

- Organize meals/refreshments taken in the room and, following request from KC2 members, taking all steps necessary to provide for their accommodation.
- Arrange back-up or additional secretarial support where necessary.

Post Incident:
- Compile a list of Crisis Management Center costs incurred during the incident.
- Compile all data related to the incident.
- Archive the documents pertaining to the crisis.

11. Deactivation or "Stand Down" of KC2

In the event of an emergency having been declared, the On-Scene Commander will order the stand down after consultation with the Incident Commander.

If the UEC was activated, the Incident Commander, in consultation with the KC2 Chair will announce the stand down of KC2. Emergency Support Functions will report progress on bringing the incident to a close be guided by KC2. The IC will brief KC2 on deactivation or "Stand Down" and may be on a phased basis.

12. Appendices

Appendix A: Emergency Supply Checklists

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Science and Technology

APPENDIX A: GENERIC EMERGENCY SUPPLIES CHECKLIST

Figure 14 below lists the minimum recommended supplies for to sustain individuals, or a family, through a natural, or other disaster events. *Figure 15* lists some suggested additional items that will be useful during a prolonged emergency situation. These lists are not exclusively limited, and personnel or families should consider their own unique needs and may choose to include more items than those listed. It is recommended that these items are gathered in a single location in sturdy, dust and water-proof boxes. If possible, it is also recommended to store your important documents, such as passports, birth certificates etc. in a fire and water-proof container or safe.

EMERGENCY SUPPLY CHECKLIST	✔
Water – At least 3 liters per person, per day, for at least 3 days, for drinking and sanitation	
Food – At least 3 days' supply, per person, of non-perishable foods; with a can-opener if supply contains canned goods.	
Flashlight with extra batteries	
First Aid Kit	
Medications and Glasses – At least a 3-day supply of prescription and general medications and a detailed list of medical history for each family member	
Infant Formula and Diapers – At least 3 days' supply	
Radio – Battery operated with extra batteries, or a hand-cranked operated to listen in to information alerts and instructions	
Whistle – To signal for help.	
Dust Masks, to help filter contaminated air, plastic sheeting and duct tape to shelter-in-place	
Moist wipes, plastic garbage bags and plastic ties for personal sanitation	
Wrench, vice grips, or pliers to turn off utilities and some basic tools; pen knife, inter-changeable screwdriver etc.	
Clothes – One full change of clothes per person, including long sleeve shirts, underwear, socks and a sturdy pair of flat shoes or trainers	
Local Maps and Evacuation Plans with useful contact numbers	

Figure 14 – Generic Emergency Supply Checklist

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ADDITIONAL EMERGENCY SUPPLY CHECKLIST	✅
Pet Food and Extra Water for Pets – At least 3 days' supply	
Important Family Documents – Passports, Birth Certificates, Insurance Policies, Bank Account details etc. in a waterproof and if possible, fire-proof container	
Cash, Checks and Change	
Additional Emergency Reference Material – Emergency Plans, Information Leaflets, Useful Websites etc.	
Sleeping Bag or Warm Blanket for each person	
Fire Extinguisher	
Matches in a Water-proof Container	
Feminine Supplies and Personal Hygiene Items	
Mess Kits – Paper plates, paper cups, plastic utensils, paper towels etc.	
Paper and Pencils	
Books, Puzzles, Games and other activities for children	
Bleach and Medicine Dropper – Non-scented bleach, without other cleaning additives can be used as a disinfectant when diluted 9 parts water to 1 part bleach. Or can be used to treat and sterilize water when diluted 16 drops of bleach to 4 liters of water.	
Additional Charged Power Packs for Mobile Phones, Tablets and Lap-Tops etc.	
Extra Battery Supplies	
Additional Changes of Clothes	
Additional Plastic Sheeting and Duct Tape	

Figure 15 – Additional Emergency Supply Checklist

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