



**KING ABDULLAH UNIVERSITY OF SCIENCE & TECHNOLOGY**

# **EOT GUIDE**

**(EMERGENCY OPERATIONS TEAM)**



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## 1. Scope

This Aide Memoir is designed to assist the Emergency Operations Team who are tasked to support emergency response and extended recovery within an incident command system following an all hazards approach to enable a joint response to any declared emergency and deal with its secondary impacts.

The Emergency Operations Team structure allows for scalability to manage the impact of a wide range of emergency scenarios.

The information in this handbook can be applied to significant events, such as wide spread flooding, prolonged loss of utilities, mass medical emergencies, pandemics, major disruptive structural events, or imminent events which may disrupt core business operations, or community life etc.

This Aide Memoir serves as a quick reference guide in case of an emergency and does not replace the KAUST Emergency Management Plan, the Emergency Support Plans, the Business Continuity Plans, The Security Plans, or procedures. Please refer to these documents when necessary.



## 2. EOT Actions Overview

	EOT Actions Overview		Refer to the complete Action Guide for details
1	Escalation of the incident/situation	10	EOT Briefing
2	Appraisal of the situation / Risk Assessment	11	Review Current Situation + Key Issues + Priorities + Actions
3	Determine Incident level	12	Determine communication strategy - Activation of Crisis Communications Plan / mass notification
4	Determine level of EOT activation required	13	Activate Emergency Support Functions and Subject Matter Experts
5	Declaration of an emergency	14	Mobilization of Resources
6	EOT Activation	15	Delegation and Coordination of Assignments
7	UEC Notification	16	Compile Incident Action Plan
8	EOC setup as per the EOC Setup Checklist	17	Keep Activity Log – document decisions, actions and tasks delegated
9	Ensure the Information Management System is activated	18	Ensure all information documented is filed for recordkeeping



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

Category #	Status	Response
I	A <b>situation</b> which has the <b>potential to escalate</b> and become an incident impacting essential services, resources, infrastructure, or the potential to cause serious injury or death or harm to KAUST's reputation.	<ul style="list-style-type: none"> <li>• Proactive approach</li> <li>• More time to prepare for the potential impact</li> </ul>
II	An <b>incident</b> which has <b>occurred and impacting</b> essential services, critical resources, infrastructure or caused serious injury or death or harm to KAUST's reputation.	<ul style="list-style-type: none"> <li>• Reactive approach</li> <li>• No time to prepare for the impact</li> </ul>

### 4. Situation/Incident Escalation Procedure

- KAUST 911, On-Scene Commander or affected Department provide Emergency Manager (EM) with preliminary information concerning an incident or situation.
- Emergency Manager notify the Incident Commander (IC) and share available information.
- Refer to the Situation/Incident Escalation Flow Chart on Page 6 for more details

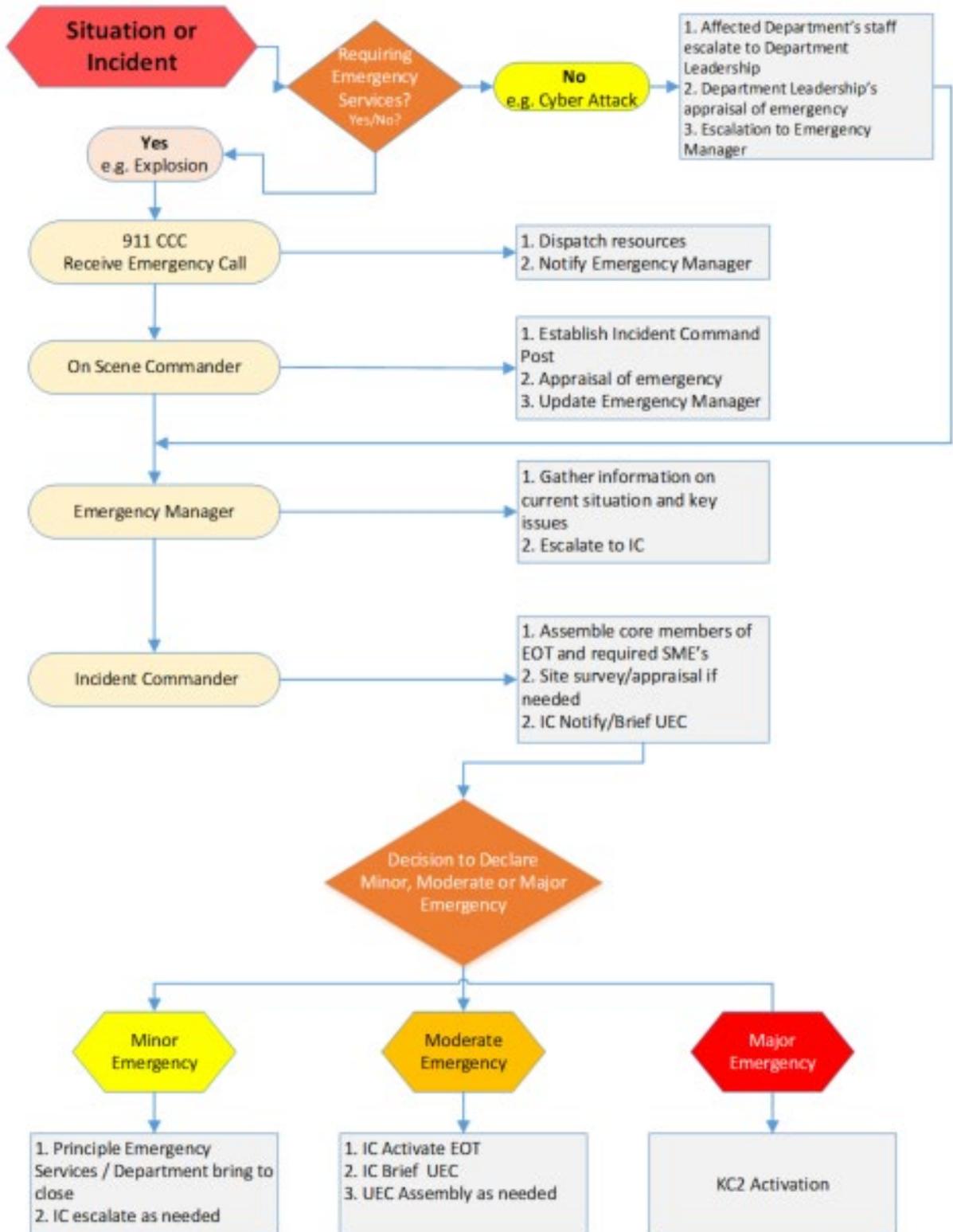
### 5. Appraisal of the Situation/Incident

IC and Emergency Manager appraises information available and align on next steps including:

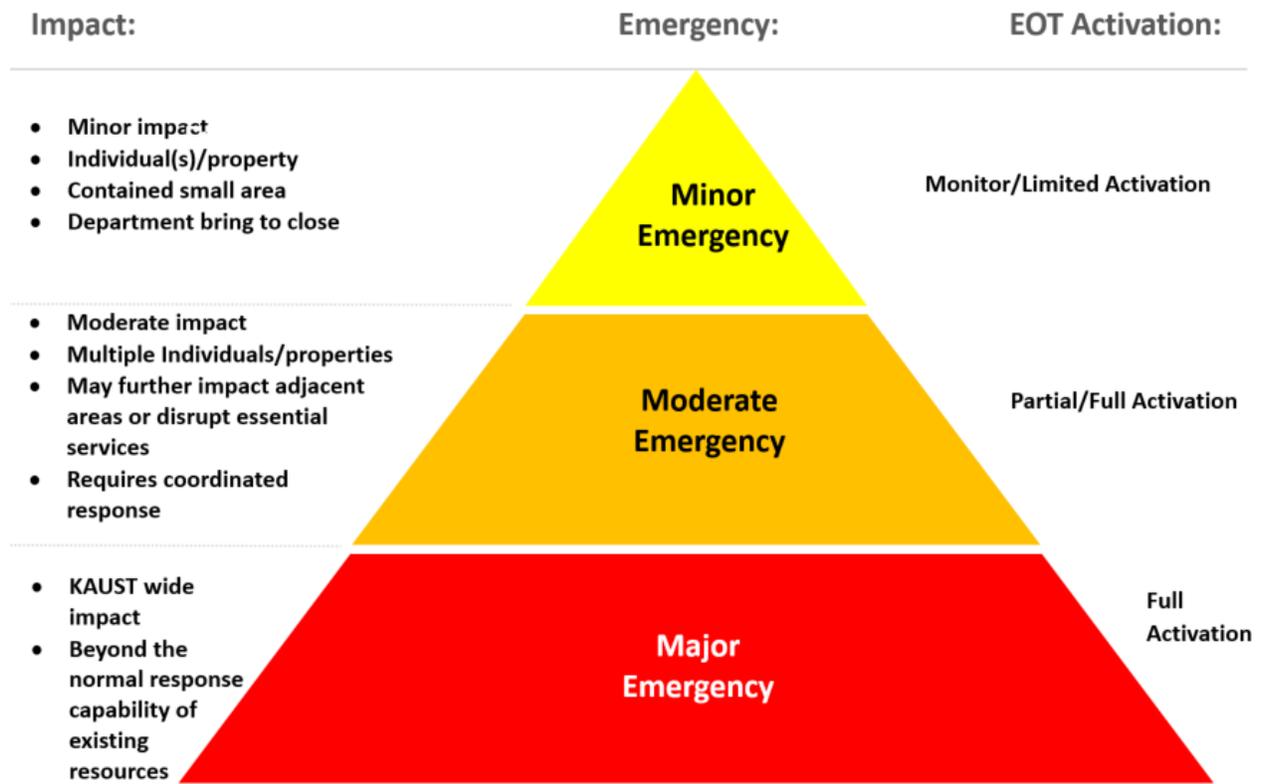
- Level of incident (declaration if it is a moderate or major emergency)
- Alert Notifications and target group(s)
- Threat Assessment
- Level of EOT assembly – EOT and Subject Matter Experts required?
- Location of EOC – Virtual meeting (Zoom) / Physical EOC meeting



# SITUATION/INCIDENT ESCALATION FLOW CHART



## 6. Determine the Incident Level



## 7. Determine the Level of EOT Activation Required

- Limited emergency conditions:
  - monitor
  - threat assessment
  - communications
  - EOT notice of developments which may impact KAUST/limited activation
- Minor emergency:
  - IC's discretion to notify/activate EOT
  - IC's discretion to activate Communications Plan
- Moderate emergency:
  - IC partially or fully activate EOT
  - IC brief UEC Chair
  - UEC Chair's discretion to activate UEC
  - Crisis Communications Plan activation
- Major emergency:
  - KC2 activation
  - Crisis Communications Plan activation



## 8. Declaration of an Emergency

### Who has the authority to declare an emergency?

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

### When is an emergency declared?

- Advance Warning – A 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, which **requires a coordinated incident response**
- A situation or incident impacting KAUST **beyond the normal response capability of existing resources**
- **Emergency declared** by local government, which has the potential to impact KAUST

### How is the emergency declared?

- An authorized person should call 911 (Landline) or 0128080911 (Mobile) and impart the following validation message:
- This is ..... *(State name and title)*
- A ..... *(State type of incident)* has occurred / is imminent
- The incident has occurred at ..... *(State location)*
- As an authorized officer I declare that an emergency exists
- Notify the EOT of activation. The EOT will meet at...*(State time and location of meeting - virtual meeting (Zoom) / physical EOC location)*



## 9.1 EOT Full Activation Procedure

•The KAUST President, Incident Commander, Emergency Manager or designee has the authority to declare an emergency and request 911 CCC to assist with activation of the EOT. 911 CCC will proceed as follows:

•**Step 1:**

•KAUST 911 CCC will send a group SMS to notify the EOT primary contacts via the 911 CCC mobile phone designated for this purpose.

•**Step 2:**

•After the SMS was sent, 911 CCC will call those EOT primary contacts who has not responded to the SMS.

•**Step 3:**

•If an EOT primary contact is not responding to the call or unable to attend, 911 CCC shall immediately call the secondary contact to attend, or if necessary call the tertiary contact.

•**Step 4:**

•911 CCC will confirm the names of the EOT members who were activated, and email the EOT activation list to: EOT@kaust.edu.sa

See template message below:

*"The EOT is activated. A (State type/brief of incident) has occurred at (state location). The EOT will meet at (State time) today via Zoom. Check email for meeting request details. If Zoom doesn't work, we will default to meet at (state EOC location provided). Reply with "1" to confirm your attendance. Reply with "2" if you are unable to attend, and to initiate activation of your designated backup."*

## 9.2 EOT Partial Activation Procedure

•**Step 1:**

•Emergency Manager create an EOT WhatsApp group for elected members to manage the specific incident.

•**Step 2:**

•Emergency Manager sends a text message to EOT WhatsApp group containing the following details:

- Nature of the incident / situation
- Scheduled time of the EOT call/ meeting
- Zoom link
- Meeting location as backup
- Conference Bridge details if neccessar

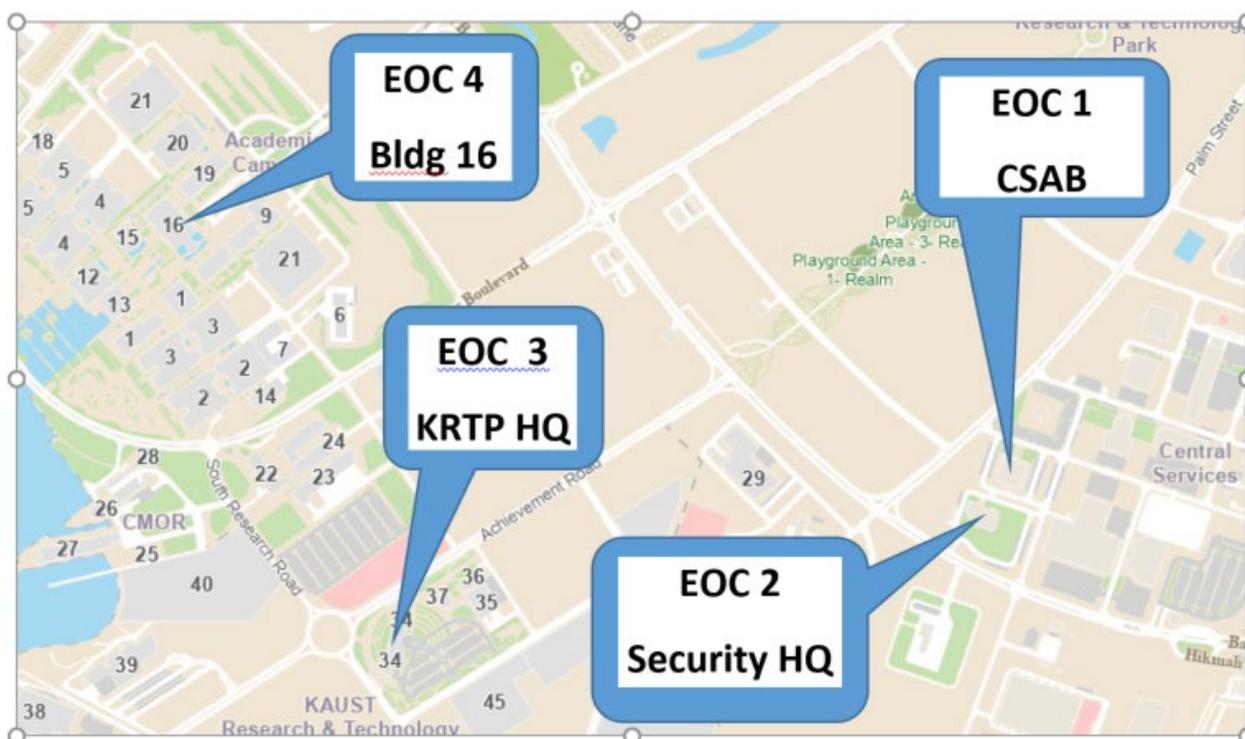


## 10. UEC Notification

IC notify UEC Chair / brief UEC

## 11. Emergency Operations Center (EOC) Locations

EOC LOCATIONS	
VIRTUAL	EOT meetings will be conducted virtually, using Zoom / WebEx / Conference Bridge, unless a physical EOC will be stood up as per the alternative options below.
EOC 1	CSAB, Level 2, Conference Room 245 (Central Services District) <a href="https://goo.gl/maps/TzsbCXXKD61HoTWw8">https://goo.gl/maps/TzsbCXXKD61HoTWw8</a> (For 24/7 access, call CSAB Key Control: 808 5319 or Lock-Out Hotline: 012 808 3111)
EOC 2 (Backup power supply)	Security HQ, , Ground Level Conference Room (Central Services District) <a href="https://goo.gl/maps/7TfAXDNGUNbjMPfN9">https://goo.gl/maps/7TfAXDNGUNbjMPfN9</a> (Conference room kept unlocked) <i>In case of KAUST wide power outage, or communications outage, this EOC will be used.</i>
EOC 3	KAUST Research & Technology Park HQ, Ground Level Conference Room 1133 (KRTP) <a href="https://goo.gl/maps/7WHGGMB6hyjA8knEA">https://goo.gl/maps/7WHGGMB6hyjA8knEA</a> (Conference Room kept unlocked. Lock-Out Hotline: 012 808 3111)
EOC 4	Campus Building 16, Level 3, Room 3101 and/or Room 3103 Will be considered for use, if the campus is not impacted and safe.



## 12. Activation of the Information Management System

The Information Coordinator document the following information to feed into the Incident Action Plan:

- Current situation – the facts
- Key issues
- Incident strategic objectives and priorities
- Immediate actions and assignment to bring the situation under control
- Time and location of the first Planning Meeting

EMERGENCY INFORMATION MANAGEMENT SYSTEM	
“Current Situation – The FACTS”	“Key Issues”
<p><i>The <b>present situation</b>, 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.</i></p> <ul style="list-style-type: none"> <li>○ Exact Location-</li> <li>○ Type of Emergency-</li> <li>○ Hazards -</li> <li>○ Access Routes-</li> <li>○ Number &amp; Type of Casualties-</li> <li>○ Emergency Services Present &amp; Required-</li> </ul>	<p><i>The <b>important issues</b> arising and against which the overall response needs to be constantly assessed.</i></p> <ul style="list-style-type: none"> <li>○ Rescues required-</li> <li>○ Treatment of Casualties-</li> <li>○ Transport of Casualties-</li> <li>○ Extinguish Fires-</li> <li>○ Contain Leaks/Spills-</li> <li>○ Isolate Dangerous Buildings/Areas-</li> <li>○ Current Resources Coping?-</li> <li>○ Additional Resources / Specialized Equipment required-</li> </ul>
“Strategic Aims / Priorities”	“Actions”
<p><i>The <b>overall aim</b> (strategic direction) and the <b>priority items</b> that must be actioned in order to meet the aim.</i></p> <ul style="list-style-type: none"> <li>○ Stabilize Scene-</li> <li>○ Set up Triage / Casualty Handling-</li> <li>○ Arrange transport-</li> <li>○ Reception Centers-</li> <li>○ Casualty Identification-</li> <li>○ Request Additional Resources-</li> <li>○ Communications-</li> <li>○ Business Continuity/Recovery-</li> </ul>	<p><i><b>Actions</b> that have been decided in order to bring the situation under control, logged and time-stamped when achieved.</i></p>



### 13. EOT Briefing

<b>AGENDA FOR FIRST EOT MEETING</b>	
<b>Item</b>	<b>Action</b>
Incident Commander Briefing	<ul style="list-style-type: none"> <li>• Verify attendance of EOT Command Staff and General Staff activated</li> <li>• Establish Information Management System</li> </ul>
Analysis of Impact – <i>“The Recognized Current Situation”</i> & <i>“Key Issues”</i>	<ul style="list-style-type: none"> <li>• Updates by EOT Functions – FACTS and Impacts</li> <li>• Evaluate the scope of the incident or circumstance and its implications (Injuries, existing threats, critical services or infrastructure impacted).</li> <li>• Determine if existing resources are coping</li> <li>• Determine additional resources and or specialist equipment required</li> <li>• Observe the welfare of the community</li> </ul>
Objectives – <i>“Tactical Aims/Priorities &amp; “Actions”</i>  <i>Resources</i>	<ul style="list-style-type: none"> <li>• Determine objectives</li> <li>• Define and prioritize these objectives               <ul style="list-style-type: none"> <li>- Minimize the potential impact of the incident or circumstance</li> <li>- Maintain mission critical activities</li> <li>- Instill and maintain trust and confidence of the KAUST Community</li> <li>- Minimize the potential impact on KAUST reputation</li> </ul> </li> <li>• Identify immediate actions to bring the situation under control.</li> <li>• Identify resources needed</li> <li>• Activate required Emergency Support Functions and mobilize Subject Matter Experts</li> <li>• Request for external support if needed</li> </ul>
Communication Strategy	<ul style="list-style-type: none"> <li>• New developments and updates to KAUST Community, Research Park Tenants</li> <li>• Service Providers / Key partners</li> <li>• External Stakeholders</li> </ul>
Any Other Business	<ul style="list-style-type: none"> <li>• Set time for next EOC meeting</li> </ul>



## 14. Determine communication strategy - Activation of Crisis Communications Plan / Mass Notification

EMERGENCY INFORMATION RELEASE TEMPLATE
<p><b>To: KAUST Community Information Release</b></p> <p><b>Re: Incident Occurring at KAUST on 00<sup>th</sup> of XXXXXXX 20XX at XX.XX Hrs. KSA Time</b></p> <p><b>1. Introduction</b></p> <p><b>What is the subject of the communication?</b> Update on Weather Conditions and Services at KAUST</p> <p><b>Who are we addressing?</b> Dear KAUST Community,</p> <p><b>What is the nature of the incident?</b> 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.</p> <p><b>2. What are the precautionary measures?</b> 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.</p> <p><b>3. What Logistical information is necessary?</b> 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.</p> <p>All community, health and retail services will be open and normal operations for all dining and recreation facilities will proceed today.</p> <p><b>4. How should people follow up?</b> 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.</p> <p>We will keep you updated if there are any further developments. Please continue to monitor your e-mail and <a href="#">The Lens</a> for updates.</p> <p><b>Which emergency and non-emergency numbers should we include?</b></p> <ul style="list-style-type: none"><li>• Dialing 911 from a mobile phone – Call 012 808 0911</li><li>• Dialing 911 from a KAUST landline – Call 911</li><li>• Government Affairs emergency number - +966 54 470 1111</li><li>• HR helpdesk - 012 808 2055 or +966 54 470 0277 from a mobile phone</li></ul>



## 15. Activate Emergency Support Functions and Subject Matter Experts

## 16. Mobilization of Resources

IC approves mobilization and dispatching of additional resources as requested or as the seriousness of the incident dictates.

## 17. Delegation and Coordination of Assignments

EOT Members brief support teams on the current situation and delegate tasks as necessary.

## 18. Incident Action Plan

The IAP is a written plan that defines the incident objectives and reflects the tactics necessary to manage an incident during an operational period. The EOT with guidance of the Planning Chief, develops a dynamic Incident Action Plan containing the following elements.

Refer the **Incident Action Plan Template** attached as **Appendix A**.

## 19. Document all activity on the Activity Log

Refer the **Activity Log Template** attached as **Appendix B**.

## 20. Record Keeping

Ensure all information documented e.g. Incident Action Plan and Activity Logs, are uploaded on the EOT Shared Folder for recordkeeping.



## APPENDIX A

<b>INCIDENT ACTION PLAN (IAP)</b> <i>The IAP describes the current situation, identify key issues, and defines the strategic priorities which needs to be actioned to manage an incident during an operational period.</i>				
<b>Incident Name:</b>				
<b>Operational Period - from date and time:</b>		<b>Operational period - to date and time:</b>		<b>Incident Action Plan - Ref number (Starting No. 01)</b>

<b>EMERGENCY OPERATIONS TEAM</b> <i>List of individuals performing in EOT functional roles, including subject matter experts in supportive roles for the operational period</i>		
EOT Function	Name	Contact No.
Incident Commander		
Safety Officer		
Communications Officer		
Liaison Officer (GA)		
Operations Chief		
Planning Chief		
Finance Chief		
Logistics Chief		
People Chief		
Emergency Manager		
Information Coordinator		
Subject Matter Expert/Dept.		
Principle Emergency Services		
On-Scene Incident Commander		
KAUST Fire Department Contact		
Security Department Contact		
KAUST Health Contact		



## CURRENT SITUATION

*Describe the key events and the known facts to get a clear understanding of the present situation and the impact to aid in coordination and decision making.*

<b>Nature of Incident</b>	
<b>Location/s</b>	
<b>Impact</b>	

## KEY ISSUES

*Describe key issues e.g. resource needs, areas of vulnerability, hazards and other challenges.*

1.	
2.	
3.	
4.	

## STRATEGIC PRIORITIES

*List the priorities items that must be actioned in order to meet the overall strategic aim (strategic direction).*

1.	
2.	
3.	
4.	



## ACTIONS

*List the specific actions to achieve each priority and bring the situation under control. Assign responsibility, and time-stamp all actions to keep track of progress.*

PRIORITY 1	ACTIONS	RESPONSIBLE	DATE & TIME ASSIGNED	DATE & TIME COMPLETED
	1.			
	2.			
	3.			
	4.			
PRIORITY 2	ACTIONS	RESPONSIBLE	DATE & TIME ASSIGNED	DATE & TIME COMPLETED
	1.			
	2.			
	3.			
	4.			
PRIORITY 3	ACTIONS	RESPONSIBLE	DATE & TIME ASSIGNED	DATE & TIME COMPLETED
	1.			
	2.			
	3.			
	4.			
PRIORITY 4	ACTIONS	RESPONSIBLE	DATE & TIME ASSIGNED	DATE & TIME COMPLETED
	1.			
	2.			
	3.			
	4.			



## COMMUNICATIONS

*Outline the method of communication and key message points. Include information such as known safety hazards, specific precautions to be observed and important instructions or updates.*

Target Audience	Communication Platform Email / KAUST ALERT / KAUST Central / Meeting	Key Message Points
Emergency Support Functions (ESF's)		
Internal: KAUST Community		
External: Media		
External: Government Agencies		
Other		

## SAFETY

*Identify hazards and risk levels. Describe tactics to eliminate or reduce the risk. Outline safety briefing, safe work practices and procedures.*

Hazards	Risk Level	Tactics to Mitigate Risk
1.		
2.		
3.		
4.		
5.		

Risk Level:	Low	Medium	Significant	High
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## MEDICAL

*Provide information on the number of injured or dead, nature of injuries, status of KAUST Health's capacity to deal with casualties, need for additional hospitals and medical transportation services.*

Number of persons injured	
Nature of injuries	
Number of persons dead	
Cause of death	
Number of injured treated at KH	
Describe need for additional health care capacity	
Identify alternative hospitals/facilities	
Describe number of patients transferred and name of hospitals	
Other	

## SHELTER / EVACUATION

*Identify the number of persons in need of shelter, locations(s) where affected individuals will be sheltered and how they will be evacuated if necessary.*

Number of evacuees	
Number of persons in need of shelter	
Shelters assigned and capacity	
Transport plan to shelters	



<b>Holding centers/areas for mass evacuation</b>	
<b>Transport plan</b>	
<b>Alternative accommodation / Hotels</b>	
<b>Special needs evacuees</b>	
<b>Animal shelter plan</b>	

**ATTACHMENTS (MAPS / CHARTS / SATELLITE IMAGES / PICTURES / WEATHER)**  
*Provide intelligence on the impacted areas and developing trends to help plan for contingencies.*



## ADDITIONAL NOTES

### NEXT EOT MEETING

<b>Location:</b>		<b>Date:</b>		<b>Time:</b>	
<b>Comments:</b>					

### INCIDENT COMMANDER'S APPROVAL

<b>Prepared by:</b>		<b>Signature:</b>	
<b>Approved by:</b>		<b>Signature:</b>	
<b>Date:</b>		<b>Time:</b>	



*Intentionally Left Blank*





## APPENDIX C

<b>EOC SETUP CHECKLIST</b>		
Unlock EOC and set up EOC staff position plaques and EOT handbooks.	<input type="checkbox"/>	
Mobilize AV Support – call 808 0101 or 808 3188 Mobilize Security Technologist if CCTV access required. (call security 922)	<input type="checkbox"/>	
Set up audio-visual equipment and CCTV monitors if required	<input type="checkbox"/>	
Set up telephones and communication equipment	<input type="checkbox"/>	
Establish Information Management System – Information Coordinator	<input type="checkbox"/>	
<p><b>Capture the following information:</b></p> <ul style="list-style-type: none"> <li>- <b>Recognized Current Situation</b> <i>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.</i></li> <li>- <b>Key Issues</b> <i>The important issues arising and against which the overall response needs to be constantly assessed.</i></li> <li>- <b>Strategic Aims/Priorities</b> <i>The overall aim (strategic direction) and the priority items that must be actioned in order to meet the aim.</i></li> <li>- <b>Actions</b> <i>Actions that have been decided in order to bring the situation under control, marked off and time-stamped when achieved.</i></li> </ul>	<input type="checkbox"/>	
Circulate Attendance List for signature by all attendees	<input type="checkbox"/>	
Hand out stationary as required	<input type="checkbox"/>	
Digitize information on flip charts and white boards for record keeping	<input type="checkbox"/>	

