

RIVERSIDE COMMUNITY COLLEGE DISTRICT EMERGENCY OPERATIONS PLAN

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Approval of the Emergency Operations Plan

The Riverside Community College District Emergency Operations Plan has been developed and reviewed through a participatory governance process. This plan is approved by:

Wolde-Ab Isaac , Chancellor	Date
Star Rivera-Lacey , Deputy Chancellor & Provost	Date
Rudy Besikof , President, Moreno Valley College	Date
Monica Green , President, Norco College	Date
Eric Bishop , President, Riverside City College	Date
Vacant , General Counsel	Date
Aaron Brown , Vice Chancellor, Business & Financial Services	Date
Tammy Few , Vice Chancellor, Human Resources & Employee Relations	Date
Rebecca Goldware , Vice Chancellor, Institutional Advancement & Economic Development	Date

Introduction

The Riverside Community College District (RCCD) Emergency Operations Plan (EOP) is the district's comprehensive guide for addressing various potential threats, ranging from natural disasters to human-caused incidents. It outlines the roles and responsibilities, protocols, and resources required for emergency response across all RCCD facilities. The EOP aligns with local, state, and federal protocols to ensure seamless integration with broader response networks when needed. Furthermore, its flexible structure allows for scalable responses, prioritizing life safety, property protection, and educational continuity.

The primary objectives of the plan include, but are not limited to, the following:

- **Protect Life and Property:** Ensure the safety and security of all individuals on district property.
- **Maintain Continuity of Operations:** Preserve the district's ability to continue essential functions and educational activities.
- **Provide Effective Communication:** Establish clear communication channels for internal and external stakeholders during emergencies.
- **Coordinate with External Agencies:** Collaborate with local, state, and federal agencies to enhance response efforts and resource sharing.

Hazards Overview

According to [FEMA IS-0363: Intro to Emergency Management for Higher Education](#), there are three types of hazards: Human-Caused, Natural, and Technological. Human-caused hazards include hazardous material incidents, terrorism events, and violent protests or riots. Natural hazards are commonly called natural disasters. Severe weather, infectious diseases, and instances of food contamination may be natural hazards. Technological Hazards include technology-related hazards, such as building fires, power outages, structural failures, or attacks on computer networks and systems (virus, fire in server room). Hazards can fall under multiple types depending on the initial cause/hazard.

The following are the top hazards identified in the district's Local Hazard Mitigation Plan:

- **Wildfire and Wildfire Smoke** – In the past few years, Riverside County has been impacted by several wildfires, affecting air quality and prompting evacuation warnings. While the fires have not directly posed a threat to the district properties, the resulting smoke and poor air quality have still affected students and staff. In addition, Moreno Valley College is situated near a wildfire hazard area that includes the large hill behind the campus. Part of this hill is on college property.
- **Earthquake** – Riverside County is situated in a seismically active region, intersected by several fault lines, including the San Jacinto Fault and the Lake Elsinore Fault, both of which are capable of generating significant earthquakes. Consequently, RCCD locations may be at risk of seismic events. Notable examples of large earthquakes in the region include the 6.4 and 7.1 Ridgecrest earthquakes in July 2019, the 7.2 Mexicali Easter Day earthquake in 2010, and the 6.7 Northridge earthquake in 1994. In recent years, however, the colleges have not sustained any earthquake-related damage. All buildings within RCCD are constructed to code, approved by the Division of the State Architect (DSA), and compliant with earthquake safety standards relevant to their construction dates.
- **Hazardous Materials** - All District sites contain hazardous materials. Personnel in the facilities and science departments are trained in properly handling these materials. Currently, College Safety Coordinators work with any department managing hazardous materials to ensure proper waste disposal.
- **Transportation Emergencies** - Norco College, Riverside City College, and the district office are within half a mile of a major California freeway. Riverside City College is adjacent to major railroad tracks that transport goods from Southern California ports to the rest of the country. A significant concern

is the transportation of numerous liquefied petroleum gas vessels. A derailment and subsequent fire involving these vessels could cause extensive damage to the colleges, as has occurred in other communities nationwide. Additionally, large quantities of hazardous materials are transported on these tracks and are stored and used in the surrounding areas. The Ben Clark Training Center is situated next to March Air Force Base and lies within the flight path of planes destined for the base.

- **Power Failure** - Although there have been power outages in the past, especially associated with inclement weather, these events rarely last more than a few hours. The building emergency lighting system batteries last approximately an hour; backup batteries for fire alarms in some buildings should last 12 hours or less. Back-up generators are available for only a few buildings.
- **Rainfall/Flooding** - Riverside City College is in a 100-year floodplain. Riverside City College, Norco College, and Moreno Valley College have had water damage due to rainfall. To minimize the risk, all facilities departments regularly maintain the flood channel, gutters, roofs, and drainage systems.
- **Jail and Prison Incidents** - Although Riverside Community College District does not house a jail or prison, the colleges have short-term detention facilities designed to house an offender prior to transport to the County Jail. The district has a POST- certified police department with sworn officers to manage the detention centers. A county detention facility is located adjacent to Norco College. If a critical incident at the prison occurred, the effects of the incident may impact the college.
- **Hurricanes, Tropical Storms, Tornados, and Santa Ana Wind** - Although the campus has not experienced significant damage due to winds in recent years, high winds have caused local damage, such as downed trees, powerlines damaged by falling palm fronds, and window damage caused by wind-borne debris and wind pressure. A Tornado went through the Ben Clark Training Center in 2008. Although Ben Clark did not sustain any damage, a railroad car was overturned nearby. In 2023, tropical storm Hilary caused water damage to buildings in Riverside City College and Moreno Valley College.
- **Landslides** - Landslides are common in Southern California during high rain periods. Riverside Community College District has several slopes that could be of concern for a landslide. Although there is a slight possibility of landslides at Moreno Valley College and Norco College, Riverside City College has the largest number of slopes.
- **Civil Unrest/Riots/Protests** - As California deals with its different crises, individuals and groups become more discontent with certain situations. The threat of violent protests or uprisings is an increasing concern.
- **Pandemic Influenza** - As a public entity where large groups gather, the Community College District can be vulnerable to pandemic influenza and other communicable diseases. RCCD students have extensive networks outside of college, including siblings in K-12 education, church, and sports. Many students have family and friends abroad and frequently travel. Sometimes, students and faculty attend classes while sick, which can lead to health issues. The RCCD Health Services department offers immunizations, hand sanitizers, and health education. During flu season, regular reminders are sent to staff, faculty, and students via email.
- **Terrorism** - Community colleges are open campuses, making them vulnerable to unauthorized individuals entering the premises. Norco College is located near the Surface Naval Warfare Center, while Riverside City College and the District Offices are situated in Downtown Riverside, potentially increasing their risk as terrorist targets. Although the District Office and colleges are unlikely targets for most terrorist groups, there remains a potential for active shooter incidents or aggressive individuals on campus.

Assumptions

The Emergency Operations Plan is based on a realistic approach to the problems likely to be encountered at a district location during a significant incident or disaster. The following are general guidelines:

- A major incident or disaster may occur at any time of the day or night, weekend or holiday, during clear or inclement weather, with little or no warning.
- Since events in an emergency are not predictable, published emergency operations plans will serve only as a guide and checklist and may require modification in order to meet the requirements of the emergency.
- Disasters may affect widespread areas; therefore, city, county, and federal emergency services may be delayed or unavailable. The district can expect a delay of 72 hours or considerably longer before off-campus emergency services resources become available.
- All district employees sign the "[Oath of Allegiance](#)", which confirms compliance with the California Constitution, Article II, Sec. 3, and California Government Codes Sections 3100-3109. [California Government Code 3100-3109](#) outlines the duty of a Disaster Service Worker. Employees must be ready to comply with this mandate, including participating in necessary training in order to implement this plan. Additional information regarding Disaster Service Worker is included in Board Policy and Administrative Procedure [5807 \(rccd.edu\)](#).

Proclamation of State of Emergency

During major emergencies, the college leadership team may recommend that the district declare a state of emergency after assessing the damage and the impacts. The authority to proclaim a state of emergency rests with the Chancellor, who will complete and sign a *Proclamation of a District State of Emergency* (See *Appendix A*). In the chancellor's absence, the authority follows the line of succession listed in Appendix B to avoid unnecessary delays. The first administrator listed in the line of succession that can be reached will be the individual to proclaim an emergency.

Proclaiming an official state of emergency grants the Chancellor authority to control access to district or college properties, including removing or arresting trespassers or those interfering with emergency response. Once proclaimed, only authorized personnel are allowed in the district locations. Authorized personnel include administrators, employees with emergency duties, and mutual aid personnel. District police will ask those without proper authorization to leave. Under the California Penal Code, unauthorized persons may be arrested. Others must obtain an emergency pass from the district police to enter the disaster site. The Chancellor, College President, or designee can also order evacuations and direct people to safe zones or off-campus. This proclamation does not equate to a local state of emergency defined by the State of California or the federal government. It does not guarantee reimbursement for response and recovery costs.

Concept of Operation

The Concept of Operations (CONOPS) outlines the district's strategic approach to managing and responding to emergencies. It establishes an Incident Command System (ICS) to ensure clear roles and responsibilities and a coordinated response among departments and external agencies. The CONOPS also defines emergency classification levels and corresponding response actions, ensuring that all incidents, from minor disruptions to large-scale crises, are handled effectively.

Emergency Management Structure

Riverside Community College Districts follows federal, state, and California State Chancellor Office guidelines for emergency response and adhere to the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS). These frameworks provide a standardized approach

to emergency management, ensuring coordinated and efficient responses across all levels of government and agencies.

Incident Command System

During emergencies, the Emergency Operations Center (EOC) will be activated to serve as the District's Incident Command System. The EOC is the central hub for coordination, communication, and resource allocation, integrating efforts across various departments and agencies. This approach enhances situational awareness, facilitates decision-making, and ensures a unified response to protect the safety and well-being of students, staff, and campus facilities.

Emergency Classification and Response Levels

Emergencies can vary significantly in scale and impact, necessitating different response levels. The district uses a dynamic four-tier emergency response system to manage emergency conditions with precision and adaptability. These four emergency response tiers, detailed in Table 1, include management watch, minor, moderate, and major emergencies. Each level is associated with a specific description and typical response actions, offering clear guidance for decision-making. The district/college leadership determines the emergency level based on available information. However, the emergency level designation is not static. District and college leadership continually assess the situation and may adjust the emergency level as circumstances evolve and response efforts progress.

Table 1: Emergency Levels and Actions

Emergency Level	Description	Action
Management Watch (Standby)	Administration monitors a developing situation.	- VPBS and/or Risk Management monitors the situation and gathers information - Alert the district/college leadership when further actions are necessary
Minor	The situation is determined to be a real or perceived threat to the health, safety, and welfare of the college community and/or the college buildings and grounds. It only requires a coordinated but limited emergency response beyond the scope of routine operations.	- The affected department assesses the situation and implements standard operation procedures to contain and resolve the incident - Update the college/district leadership team
Moderate	The situation has caused or have the potential to cause personal injuries, fatalities, significant impacts to the operation, or facility damage. It requires the full involvement of the district/college leadership team.	Executive Team Virtual EOC should be activated via Rave. In addition, - Send districtwide alerts via the RAVE mass notification system - Implement emergency procedures, coordinate response efforts, and allocate additional resources when necessary - Implement contingency plans
Major	The situation has caused massive injuries, casualties, or facility damage, and it requires the full involvement of the district/college leadership team, all trained	Executive Team Virtual EOC should be activated via Rave. In addition, Send districtwide alerts via the RAVE mass notification system

Emergency Level	Description	Action
	members and staff, in addition to student and community volunteers.	• Implement emergency procedures, coordinate response efforts, and allocate additional resources when necessary • Implement contingency plans • Coordinate with external agencies • Evacuate if necessary • Activate DSW if necessary • Activate mutual aid agreements if necessary

Organization and Assignment of Responsibilities

District Executive Leadership

Before an Emergency:

- Foster a culture of emergency preparedness across the district
- Allocate resources for safety and emergency preparedness.
- Ensure the development and implementation of the Emergency Operations Plan (EOP).
- Oversee coordination with local, state, and federal emergency services.
- Model preparedness behavior and attend emergency training.

During an Emergency:

- Provide strategic guidance for the emergency response
- Attend Virtual Emergency Operations Center (EOC).
- Provide support to the college leadership.

After an Emergency:

- Oversee recovery efforts and restoration of normal operations.

College Executive Leadership

Before an Emergency:

- Foster a culture of preparedness and ensure periodic emergency drills and exercises, at minimum lockdown, building evacuations, and participation in the Great Shakeout, are completed annually for the college.
- Implement the district emergency operations plan at the college.
- Allocate resources for emergency preparedness
- Model preparedness behavior and attend emergency training, drills, and exercises.
- Ensure each department maintains an up-to-date Department Emergency Action Plan (DEAP) and the forthcoming Business Continuity Plan (2025).

During an Emergency:

- Participate in the virtual Emergency Operations Center (EOC).
- Monitor situation development, coordinate with district leadership to make college-specific decisions, Implement emergency response procedures and management resource deployment,
- Collaborate with the communications team to continuously update the campus community.

After an Emergency:

- Assess the impact of the emergency and initiate recovery efforts to promptly restore normal operations.

- Provide resources and support services, such as counseling, to those affected by the emergency.
- Schedule debrief meetings with all involved in managing the emergency.
- Document the emergency in an After-Action Report, evaluate the response to identify strengths and areas for improvement, Identify and implement any necessary corrective actions.

Departmental Administrators

Before an Emergency:

- Establish and maintain an up-to-date Department Emergency Action Plan (DEAP).
- Ensure employees are properly trained in district, college, and department-specific emergency response procedures and participate in hands-on drills and exercises.
- Support the building and floor captain program.

During an Emergency:

- Ensure employees in the department follow the emergency response procedures.
- Maintain communication with the employees.
- Keep an account of all employees

After an Emergency:

- Recover and restore the departmental operations
- Support employees and provide them with resource information
- Maintain documents required for emergency response and activities reporting.

Employees

Before an Emergency:

- Ensure the contact information in the Mass Notification system is current
- Participate in training, drills and exercises
- Familiarize themselves with evacuation zones, lockdown areas, and the locations of emergency supplies.

During an Emergency:

- Follow established emergency procedures and assist others if possible.

After an Emergency:

- Participate in the restoration of normal operations
- Maintain emergency-related documentation and submit it to management upon request.

Direction, Control, and Coordination

Emergency Operations Center

The district uses an Emergency Operations Center (EOC) as the centralized command hub to manage, direct, and coordinate emergency responses. The EOC performs critical functions, such as information collection and evaluation, priority setting, communications facilitation, coordination, cooperation, and collaboration. Its centralized approach provides the following benefits to the district:

- Establishing a common operating picture for all stakeholders
- Ensuring continuity of operations
- Providing centralized access to all available information
- Simplifying information analysis and verification, and
- Promoting resource identification and allocation.

During an emergency, a single EOC facility is more efficient than multiple EOCs, allowing the leadership team to meet, make decisions, and coordinate activities effectively.

The EOC can be activated in response to escalating incidents, potential threats, or pre-planned events. Some examples of emergencies that would trigger an EOC activation include but are not limited to:

- Active shooter, lockdown, shelter-in-place or bomb threat
- Evacuation
- Power outage,
- Hazardous material incident
- Earthquakes with moderate to severe damages
- Fire or brush fire
- Flood with moderate to severe damage to any district location
- Pandemic
- Severe storms

EOC is staffed by trained district and college leadership. During an emergency, they will be notified via the RAVE Mass Notification system and convene virtually or at a physical location. Additional information on the EOC structure and EOC member responsibilities is outlined in Appendix C.

The EOC will primarily convene via Zoom. However, the district/college may choose to operate an onsite EOC instead of a virtual EOC. The onsite EOC can be established at the following locations:

- District offices- 3801 Market St #309 Riverside CA 92501, secondary location CAADO 209
- Moreno Valley College-NOC, 16130 Lasselle St Moreno Valley, CA 92551, secondary location SAS 101
- Norco College-NOC 116, 2001 Third St Norco CA 92860, secondary location NOC 102
- Riverside City College-Kane Building 224 4800 Magnolia Ave Riverside CA 92506, secondary location Digital Library 409

The following documents/equipment are available at the onsite EOC locations:

- Maps and utilities diagram
- Campus information – daycare centers, student camps, international students, students with functional needs, class schedules, trees, facilities, occupancy lists, hazard inventory
- Primary and backup means of communications
- Policies, procedures, plans, and checklists (hardcopy and electronic), including activation procedures and protocols
- Vendor/contractor lists/resources lists

Emergency Response Procedures

The district has developed various emergency-specific response procedures, which are listed in Appendix D and on the Risk Management website. Emergency posters containing a condensed version of these procedures are posted in every classroom and administrative area to provide quick reference and instructions on what to do during emergencies.

Communication

Promptly, accurately, and consistently sharing information is crucial to ensuring the safety of students, staff, and faculty during crises or unexpected events. While a comprehensive crisis communication plan is under development, the district established the critical incident communication protocol listed in Appendix F as an interim control measure. It allows the district to reach the entire community quickly, delivering clear instructions and real-time updates to ensure coordinated and informed responses during emergencies.

RAVE Mass Notification System

RAVE mass notification system is one of the primary tools that the district uses to quickly disseminate critical information for the district community during an emergency. This system sends alerts and notifications simultaneously via multiple communication channels, such as text messages, emails, phone calls, computer screens, digital signage, and social media. To ensure that everyone receives timely notifications, employees and students should maintain up-to-date contact information in RAVE. They can update their emergency contact information using the procedures listed in Appendix E.

To enhance preparedness, the district tests the RAVE system quarterly. These routine tests not only validate the system's functionality but also familiarize the community with its operation, fostering confidence and readiness in responding to emergencies.

Follow-up Communications

In addition to the RAVE alerts, follow-up communications shall be delivered to the district community at a minimum:

- A brief communication from the college or district office providing information about the incident must be sent within 30 minutes after the initial RAVE alert.
- A follow-up communication with more detailed information should be issued within one hour after the initial RAVE alert
- Ongoing updates should be distributed based on the nature and special circumstances of the emergency.

Training

Regular training sessions help familiarize students, faculty, and staff with emergency procedures and communication tools. They not only build confidence but also identify areas for improvement in the emergency response plan. Additionally, ongoing awareness campaigns, such as workshops, informational posters, and online resources, keep the community informed about potential risks and the appropriate actions to take.

Classroom Training

All employees should attend emergency preparedness training based on their roles. RCCD offers three emergency response training courses for classified and confidential professionals, faculty, and management. In addition, disaster service worker training is available on the RCCD learning platform. These training courses include, but are not limited to, Stop-the-Bleed, CPR/AED/First Aid, CERT, FEMA 100, and FEMA 700.

Hands-on Experiences

The district uses various types of hands-on experience to reinforce classroom training. The types of hands-on experience are identified by analyzing the capabilities the district is attempting to validate, the training and exercises it has already conducted, and the resources available for exercise planning, conduct, and evaluation. There are two different categories of hands-on experiences that the district may use:

- **Discussion-based hands-on experience** - Familiarize participants with current plans, policies, agreements, and procedures or develop new plans, policies, agreements, and procedures. Examples include seminars, workshops, tabletop exercises, and games

- **Operations-based hands-on experience** - Validate policies, agreements, and procedures; clarify roles and responsibilities and identify resource gaps. Examples include drills, response, recovery, and prevention focused functional exercises, and full-scale exercises

Exercises are an effective way to objectively assess the district's preparedness level and response capabilities, allowing identifying and addressing gaps, deficiencies, and vulnerabilities before a real incident occurs. In addition, they clarify roles and responsibilities, enhance interagency coordination and communications, identify resource gaps, measure performance, and highlight opportunities for improvement. The district's minimum standards for yearly exercises include lockdown, evacuations, and participation in the Great Shakeout.

Training for the Members of the EOC

The District provides additional training for the members of the EOC. Members of the EOC should participate in the following training:

- Biannual Mass Notification training - covers the use of mass notification systems, interoperable communication tools, and protocols for internal and external communication.
- Quarterly tabletop drills - simulate various emergency scenarios, allowing members to apply their training, identify gaps, and improve their response capabilities.

After-Action Reports and Improvement Plans

After any exercises and critical events, the college must create an after-action report that discusses strengths and areas for improvement. The involved team should meet to determine the necessary corrective actions. Identified tasks for improvement should be assigned to the appropriate unit or department, and progress should be tracked diligently. Emergency Operations Plans should be updated accordingly, and the revisions must be tested to ensure their effectiveness. Please see Appendix G for more information.

ADA Compliance & Population with access & functional needs

Individuals with disabilities, access, and functional needs may require additional support before, during, and after a critical event, incident, or disaster. This additional support can include, but are not limited to, maintaining independence, communication, transportation, supervision, and medical care. To ensure compliance with the Americans with Disabilities Act (ADA), RCCD Board Policy [BP 3140](#), [AP 6445](#) and [AP 6447](#) will provide the best service to the community, the district adheres to the principles below.

- The district will accommodate special populations and those with disabilities in the most integrated setting appropriate to their needs.
- During emergencies, the district will modify policies, practices, and procedures as necessary to avoid discrimination.
- The district will shelter populations with disabilities, access, or functional needs or divert them to appropriate facilities. Eligibility for care and sheltering will not depend on having a personal care attendant. These populations will not be forced to occupy specific shelters or take particular actions, as the district will address their needs to allow for sheltering in general population shelters.
- The district will provide preparedness instruction to individuals with functional or access needs to better prepare them for disasters.
- Emergency notification systems will be accessible for people who are deaf, hard of hearing, blind, or have low vision.
- The district will make evacuation plans to accommodate individuals with mobility impairments, the elderly, and those with transportation disadvantages.

Preservation of Vital Records

A major disaster could damage administrative offices and destroy records fundamental to day-to-day district-wide operations. Proactive measures must be taken to protect essential records to assist in the recovery and reconstruction period following a disaster.

Vital Records are defined as those records that are essential to the following:

- **Protect the rights and interests of individuals.** Examples include student transcripts, business records, personnel records, and student patient records in health services.
- **Conduct emergency response and recovery operations.** Records of this type include personnel rosters, Emergency Operations Plan, utility system maps, and locations of emergency supplies and equipment.
- **Reestablish normal administrative functions.** Financial records, payroll records, and purchase orders are included in this group.
- **Educational Records.** Faculty and staff materials, grant materials, exams, and grades. Each key department is responsible for designating a custodian of vital records and ensuring that vital record storage and preservation is accomplished.

Each employee is responsible for maintaining complete and timely backups of the data on assigned computers. Vital record storage methods that might be used include but are not limited to the following:

- Duplication (either hard copy or removable computer disk)
- Dispersal
- Fireproof containers
- Vault storage (both on and off campuses)

Plan Maintenance and Revision Triggers

The emergency planning process is ongoing. The EOP will be reviewed/revised bi-annually per - [FEMA EOP guidelines](#). Below are some possible triggers for plan revision:

- Changes in operational resources (policy, personnel, organizational structures, processes, facilities, equipment, executive level support)
- Formal updates to planning guidance and/or standards
- After each activation based on the After-Action Reports (AARs)
- Changes in the campus demographic and/or hazard profile
- Lessons learned from exercises and tests
- Best practices and/or suggestions from stakeholders
- After major or unique national incidents

Authority-Extension of State Emergency Plan

The [State of California Emergency Plan](#), promulgated in accordance with the provisions of the California Emergency Services Act, provides statewide authorities and responsibilities and describes the functions and operations of government at all levels during extraordinary emergencies. [Law section 8568](#) of the Act states, in part, that “the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof.” This district Emergency Operations Plan is, therefore, considered to be an extension of the State Emergency Plan.

The authority of the district to respond to emergencies and disasters is governed by the following:

- The Standardized Emergency Management System (SEMS) as described by California Government Code [Law section 8607](#) (a), for managing response to multi-agency and multi-jurisdiction emergencies in California;
- [Homeland Security Presidential Directive 5 | Homeland Security \(dhs.gov\)](#)
- [Presidential Policy Directive 8: National Preparedness | Homeland Security \(dhs.gov\)](#)
- Authority granted from the State Chancellor of the California Community College System; [Emergency Preparedness | California Community Colleges Chancellor's Office \(cccco.edu\)](#)
- Other relevant statutes including those cited in Appendix D “Laws, Codes, and Legal References.”
- RCCD Board Policy and Administrative Procedure [5805 \(rccd.edu\)](#) & [5807 \(rccd.edu\)](#) .

Revision Table

ELECTRONIC REVISIONS

Electronic revisions will be available on the RCCD intranet. Offline digital copies will not update automatically and will require a manual download of the update from the intranet. Submit all changes to the District Safety & Emergency Planning Manager in the District Risk Management Department.

PAPER COPY REVISION TABLE

It is the responsibility of all holders of paper copies to print and exchange copies within the EOP and document revision updates in the table below. This table will reside in the front of the printed EOP immediately following the table of contents.

REVISION DATE	SECTION(S) OF PLAN REVISED AND DESCRIPTION	REVISED BY
7-16-2026	Updated names and positions	ME

Appendix A: Proclamation of a District State of Emergency Form

WHEREAS, THE RIVERSIDE COMMUNITY COLLEGE DISTRICT is comprised of various District-designated buildings located throughout the geographical boundaries of the Riverside Community College District, and three Colleges (Riverside City College, Moreno Valley College and Norco College) as well as their associated sites, any one of which may be referred to herein as "District"; and

WHEREAS, THE RIVERSIDE COMMUNITY COLLEGE DISTRICT Emergency Operations Plan empowers the Chancellor, or his or her designee, to proclaim a District State of Emergency, when a District building, a College, or any of its associated sites have been affected by a significant incident, major emergency or disaster; and

WHEREAS, the Chancellor or his or her designee does hereby find:

That conditions of peril to the safety of persons and property have arisen within the (district or college locations) _____ caused by _____, commencing at or about (location) _____, on the date of _____ at approximately (time) _____, warranting the necessity for, and proclamation of, a District State of Emergency;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED AND ORDERED that said District State of Emergency shall be deemed to continue to exist until its termination is proclaimed by the Chancellor of the Riverside Community College District or his or her designee.

IT IS FURTHER ORDERED that a copy of this proclamation be forwarded to the County of Riverside, City of Riverside, and the office of the District Chancellor and President(s) of affected College(s).

Signature

Date

Name and Title (Chancellor or Designee)

Appendix B: Line of Succession

The following positions have been identified in the lines of succession per Board Policy 1432. In the event of an emergency, the individuals listed below are the next in line as a “designee” if the head or preceding individuals are not available.

District

Chancellor

Deputy Chancellor and Provost

Vice Chancellor, Educational Services & Strategic Planning

Vice Chancellor, Business and Financial Services

Vice Chancellor, Human Resources & Employee Relations

Vice Chancellor, Institutional Advancement and Economic Development

Moreno Valley College

College President

Vice President, Academic Affairs

Vice President, Business Services

Vice President, Student Services

Vice President, Planning and Development

Norco College

College President

Vice President, Academic Affairs

Vice President, Business Services

Vice President, Student Services

Vice President, Planning and Development

Riverside City College

College President

Vice President, Academic Affairs

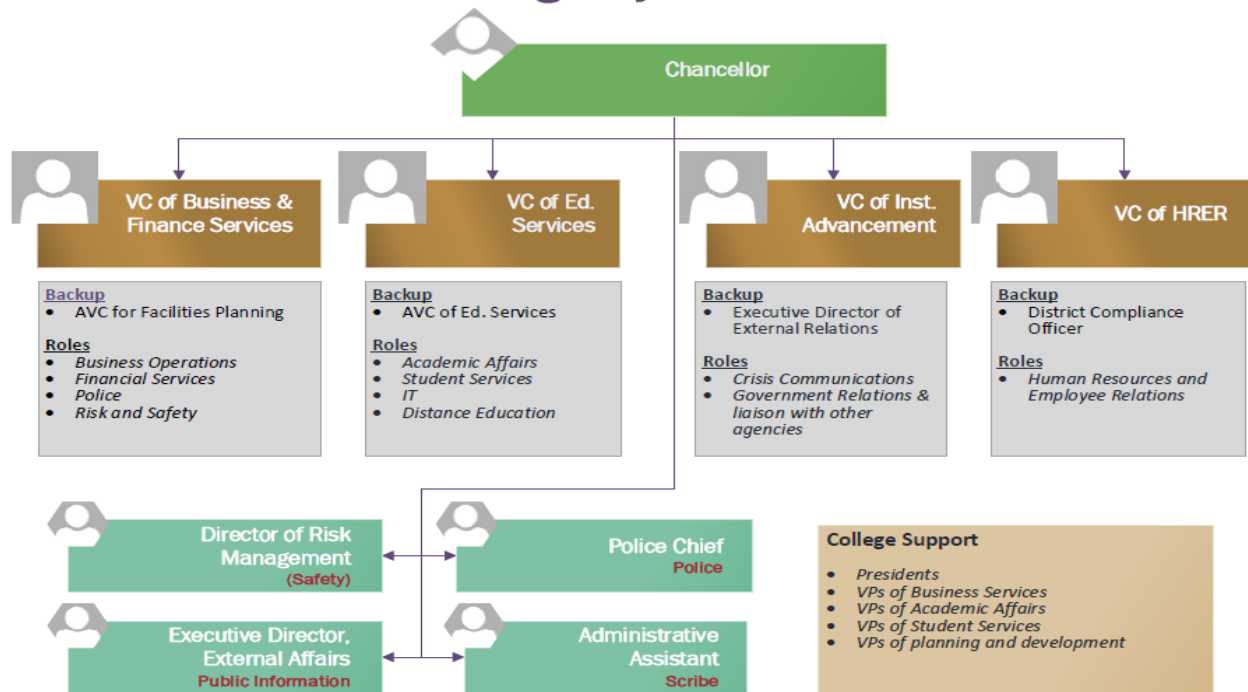
Vice President, Business Services

Vice President, Student Services

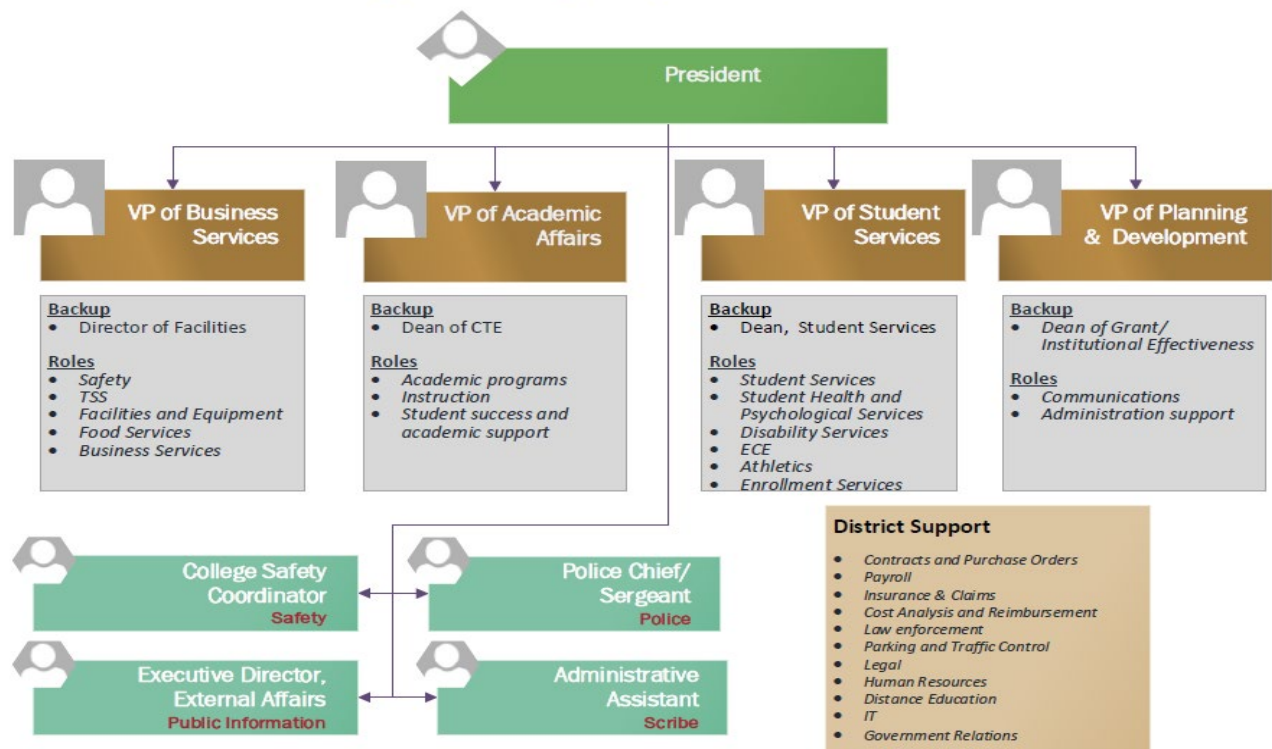
Vice President, Planning and Development

Appendix C: EOC Structure

District Emergency Command Structure



College Emergency Command Structure



Appendix D: Emergency Response Procedures

Reference guide (25 pages)

Appendix E: Update Contract information in the RAVE Mass Notification Systems

YOUR SAFETY IS OUR PRIORITY!

Do you want to update your contact information in the Rave Mobile Safety portal? **RAVE ALERT** is a simple, yet powerful, campus communication platform that allows RCCD to communicate with you via mobile phone and email during critical situations. To update your information or opt-in to other campuses (besides your home campus) please follow the instructions below. The instructions for opt-in to other campuses is on page 3.

LOG-IN INTO RAVE MOBILE SAFETY PORTAL

In order to update your contact information, visit <https://www.getrave.com/login/rccd> and follow the steps below:

1. Click On "Forgot Your Password"

Click on **FORGOT YOUR PASSWORD**

Do not use the Register link!

If this is your first time logging in to the Rave Portal, please use the **FORGOT YOUR PASSWORD** link directly under the password prompt. You will receive further log-in instructions to your RCCD email.

Check your RCCD email for the link to enter your password. An email should arrive from noreply@getrave.com. Click on the link provided or paste it into your browser. The link will take you to a "Reset Password" page.

2. Enter your RCCD Email Address for Username.

3. Create a secure password to be used for this Portal.

4. Return to the Rave Mobile Safety at <https://www.getrave.com/login/rccd> to log-in.

FOR ASSISTANCE WITH RAVE ALERT CALL:

NORCO CAMPUS - Justin Czerniak.....	(951) 204-4297
MORENO VALLEY CAMPUS - Tony Ruiz.....	(951) 206-2646
RIVERSIDE CAMPUS - Sean DiSalvio.....	(951) 206-8476
CAADO - Monica Esqueda.....	(951) 212-2153

ADDITIONAL CONTACT INFORMATION

If you entered your cell phone number into WebAdvisor's Secure RCCD Notification page, your number will appear here (after 72 hours). This must be changed in WebAdvisor.

MOBILE NUMBER

1. Click +Add next to "Mobile Phones."

Use no hyphens or parenthesis.

2. Click Continue to return to the home page.

Repeat the process to add more mobile numbers.

LANDLINE NUMBER

1. Click +Add next to "Voice Only Line Contacts."

Use no hyphens or parenthesis.

2. Click Continue to return to the home page.

Repeat the process to add more Landline numbers.

ADDITIONAL EMAIL ADDRESSES

Your RCCD email is automatically entered. To add any additional email addresses for you or a family member:

1. Click +Add next to "Email."

2. Click Continue to return to the home page.

Repeat the process to add more email addresses.

OPT-IN TO OTHER CAMPUSES

As an employee or student, you will have the option to receive messages from colleges other than your home campus, by opting in to that college group. For example, if your home college is Moreno Valley College, but you attend classes at Norco College, then you can opt-in to receive emergency notifications for Norco College as well. Employees who travel to multiple locations can also opt-in to other RCCD campuses or the District Office.

To opt in to other college emergency messages:

Click on subscribe box to the group you would like to join.

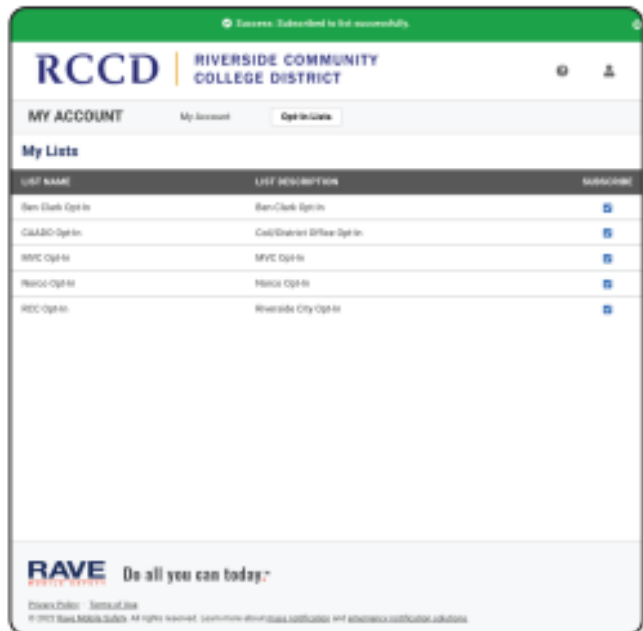
Your account will automatically be added to the selected RCCD campuses or the District Office.



The screenshot shows the 'MY ACCOUNT' page for the 'RIVERSIDE COMMUNITY COLLEGE DISTRICT'. Under the 'My Lists' section, there is a table with columns 'LIST NAME', 'LIST DESCRIPTION', and 'SUBSCRIBE'. The first row is 'Ben Clark Opt In' with the description 'Ben Clark Opt In'. The 'SUBSCRIBE' column for this row has a button with a right-pointing arrow. A red line points from the text 'Click on subscribe box to the group you would like to join.' to this button.

LIST NAME	LIST DESCRIPTION	SUBSCRIBE
Ben Clark Opt In	Ben Clark Opt In	[SUBSCRIBE]
CAABO Opt In	Costa/Stratton Office Opt In	[SUBSCRIBE]
MVC Opt In	MVC Opt In	[SUBSCRIBE]
Norco Opt In	Norco Opt In	[SUBSCRIBE]
RCC Opt In	Riverside City Opt In	[SUBSCRIBE]

At the bottom of the page, there is a 'RAVE' logo and the text 'Do all you can today.'.



This screenshot is identical to the one above, but with a green banner at the top that reads 'Success: Subscribed to list successfully.'.

LIST NAME	LIST DESCRIPTION	SUBSCRIBE
Ben Clark Opt In	Ben Clark Opt In	[SUBSCRIBE]
CAABO Opt In	Costa/Stratton Office Opt In	[SUBSCRIBE]
MVC Opt In	MVC Opt In	[SUBSCRIBE]
Norco Opt In	Norco Opt In	[SUBSCRIBE]
RCC Opt In	Riverside City Opt In	[SUBSCRIBE]



Appendix F: Interim Critical Incident Communication Protocols

The purpose of the interim critical incident communication protocol is to establish guidelines and procedures for effective, timely, and accurate communication among key stakeholders, decision-makers, and affected parties while the crisis communication plan is being developed. Once reviewed and approved by the District Safety and Security Committee and District Strategic Planning Council, this protocol will be implemented across all district locations.

Basic Communication Requirements Within the First Hour of Any Major Incidents

- An initial RAVE alert must be issued within 15 minutes of incident verification.
- A brief communication from the college or district office providing information about the incident must be sent within 30 minutes after the RAVE alert.
- A follow-up communication with more detailed information should be issued within one hour.
- The Emergency Operations Center (EOC) will be activated when a RAVE alert is issued.

Notification Procedures Before Emergency Operations Center Activation

Law Enforcement-Related Critical Incidents

Law enforcement-related critical incidents are significant events or emergencies that require the immediate involvement and response of law enforcement agencies to address threats to public safety, maintain order, and protect lives and property. These types of incidents include, but are not limited to, active shooters, bomb threats, terrorist threats and acts, violent intruders, civil disturbances or riots, serious employee/student injuries/fatalities at district properties, etc.

- RCCD employees/students must call 911 for law enforcement-related critical incidents.
- Police Sergeant/Officer must immediately notify the Chief of Police or designee.
- The Chief of Police or designee determines whether a RAVE alert is warranted for the critical incident.
- When necessary, the Chief of Police or designee will either send the initial RAVE alert themselves or contact Risk Management to send the alert on behalf of the Chief of Police.
- No other individual should send out the initial RAVE alert for a law enforcement-related incident without consulting with the Chief of Police or designee.
- The chief of police promptly notifies the Vice Chancellor of Business and Financial Services (VC BFS) and the College President when time permits

Facility-Related Critical Incidents

Facility-related critical incidents are unexpected and potentially hazardous situations caused by issues with a building's physical infrastructure, systems, or services that may threaten the safety, health, and well-being of the district community and/or disrupt normal operations. Examples include power outages, structural failures, hazardous material spills, HVAC system failures, plumbing issues, gas leaks, elevator malfunctions, access control and security system failures, etc.

- During regular business hours, RCCD employees/students shall report facility-related critical incidents by calling the College Facilities, Maintenance, and Operations Department. For the district office, the RCC Facilities, Maintenance, and Operations Department shall be called.

- Outside of regular business hours, RCCD employees/students will call 911 to report any facility-related critical incidents to RCCD PD. RCCD PD will then notify the Director of Facilities, Maintenance, and Operations.
- The Director of Facilities, Maintenance, and Operations assesses the condition and must promptly inform the Vice President of Business Services (VPBS) about facilities-related critical incidents that may significantly impact college operations.
- If necessary, the VPBS will issue the initial RAVE alert to the college community regarding the facility-related incident. The VPBS can direct another trained RAVE mass notification individual listed in Appendix I to send the message if necessary. No other trained mass notification personnel should send out the initial RAVE alert without consulting with the VPBS.
- The VPBS should notify the College President if the critical incident could impact the operations.

Other Critical Incident

Depending on the nature and severity of the incident, the district follows the emergency-specific notification procedures for immediate actions following the event listed in Appendix III.

After Emergency Operation Center Activation

The Emergency Operations Center (EOC) will be activated upon issuing of the initial RAVE alert. The EOC team members are listed in Appendix II. Upon activation, the Chancellor, College President, or their designee assumes leadership of the EOC.

Incident-specific Communication Strategy Development

The EOC immediately develops an incident-specific communication strategy in collaboration with Strategic Communications. This strategy establishes precise timing intervals for updates and determines appropriate communication methods based on the nature and severity of the incident. The communication plan must address multiple stakeholder groups, including students, faculty, staff, visitors, and external agencies. The strategy should outline specific roles, responsibilities, and approval processes for all communications throughout the incident.

Critical Communications during critical incident response

Four critical communication requirements must be met during emergency response:

- Follow-up RAVE alerts will be sent at intervals based on the incident type and severity. For incidents such as active shooter situations or severe security threats, RAVE updates will be provided every 15 to 20 minutes.
- Within 30 minutes of EOC activation, the college must issue an initial incident communication. This preliminary update provides essential information about the current situation and any immediate actions required by the district community.
- within 60 minutes of EOC activation, a comprehensive follow-up communication must be distributed to the district community. This detailed update must include:
 - Thorough description of the incident and its current status
 - All response actions implemented and underway
 - Available resources and support services for affected individuals
 - Specific safety measures in place

- Clear instructions for next steps
- Expectations for ongoing updates and communications
- Ongoing updates – Additional updates follow a flexible schedule determined by the incident's evolution and specific circumstances. These subsequent communications maintain information flow and ensure the district community remains informed of significant developments, changed conditions, or new requirements. Each update builds upon previous communications while maintaining consistency in messaging and clarity of purpose, ensuring the district community receives timely, accurate, and actionable information throughout the incident.

The Strategic Communications department assumes a significant role in external and internal communications once EOC is activated. Their responsibilities include, but are not limited to:

- **RAVE Alert Management** - Strategic Communications coordinates the draft and sending of the follow-up RAVE alerts, including the “all clear” message.
- **Comprehensive Communication Distribution** - Beyond RAVE alerts, Strategic Communications manages a multi-channel communication strategy. They partnered with the leadership team to draft and distribute detailed email communications to various stakeholder groups, ensuring message consistency across all platforms. These communications provide expanded information about the incident, available resources, and specific guidance for different campus populations. All communications undergo rapid approval through established emergency protocols while maintaining accuracy and clarity.
- **Media and Public Relations Management** - Strategic Communications is the central point of contact for all media interactions during emergencies. Their responsibilities include:
 - Establishing a Joint Information Center (JIC) to coordinate with partner agencies
 - Issuing official statements and press releases
 - Managing media inquiries and interview requests
 - Coordinating press conferences when conditions permit
 - Ensuring consistent messaging across all external communications
 - Maintaining relationships with key media contacts
 - Documenting all media interactions and coverage
- **Social Media and Online Presence** - A dedicated team within Strategic Communications monitors and manages all social media channels and online platforms. Their tasks include:
 - Real-time monitoring of news coverage and social media mentions
 - Rapid response to misinformation or rumors
 - Regular updates to official social media accounts
 - Management of the district's dark website when activated
 - Tracking public sentiment and community concerns
 - Coordinating responses with partner agencies' social media teams

Post-Incident Communication

Post-incident communication is an essential component of recovery. The following are some key components:

- Within 24 hours of incident closure, the college/district leadership team distributes a detailed incident summary that accomplishes multiple critical objectives: documenting the event timeline, cataloging response actions, outlining recovery efforts, and identifying available resources for affected individuals. This communication serves as the official transition from emergency response to recovery operations, ensuring all stakeholders understand both what occurred and what support mechanisms are in place.
- Community Support and Resources
 - The college/District Office leadership team sends an email to the college/district community providing information on support services and resources available, such as counseling, mental health support, academic accommodation procedures, employee assistance program information, and process for requesting additional assistance. The email should also include contact information for designated staff members who can answer questions and provide assistance.
- Media Management
 - Strategic Communication will be responsible for managing all media inquiries and communications related to the critical incident.
 - The PIO will coordinate with the college and district leadership team to develop and distribute press releases, conduct media briefings, and monitor media coverage to ensure accurate and consistent messaging.
- Ongoing Recovery Communication
 - Throughout the recovery phase, regular status updates continue to flow from the leadership team to the district community. Each communication reinforces the district's commitment to both transparency and community support while facilitating the transition back to normal operations.

Incident Debriefing and After-Action Report

The VPBS and Risk Management shall complete the incident debriefing and after-action report process for critical incidents that occur at the Colleges and District Office, respectively.

- Within 24 hours of the incident being cleared, an incident debriefing shall be initiated to review the incident response and communication effectiveness and identify areas for improvement. The debriefing should include representatives from all departments involved, including, but not limited to, college units, RCCD PD, Risk Management, Facilities, Strategic Communications, etc.
- Within 7 days of the incident, an After-Action Report (AAR) shall be completed.
 - The AAR includes a detailed timeline of the incident, actions taken, communication effectiveness, lessons learned, and recommendations for improvement. Feedback received during debriefings shall be integrated into the AAR.
 - A corrective action plan shall be developed based on the recommendations for improvement. This action plan shall include specific tasks, timelines, and assigned responsibilities to ensure timely implementation of the improvements. An interim control measure shall be proposed and implemented if it will take an extended period to implement a long-term improvement.
- The College/District Office will promptly implement necessary improvements to the critical incident communication protocols and emergency response procedures based on the AAR.

- The after-action report shall be distributed to all individuals contributing to the report and/or assigning a corrective action. In addition, a copy of the report will be submitted to Risk Management, College President and VC of Business and Financial Services
- Major critical incidents that pose a serious threat to safety, well-being, or normal operations, such as an active shooter event, the Vice Chancellor of Business and Financial Services will submit the AAR to the Chancellor.

Addendum I- Trained Rave Mass Notification Individuals

District Administrators/Personnel

Strategic Communications ○ IA&ED Director Risk Management ○ Director of Risk Management ○ Safety and Emergency Preparedness Manager	Police Department ○ Chief ○ Sergeants ○ Manager	District Leadership Team ○ Deputy Chancellor & Provost ○ Vice Chancellor's
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College Administrators

MVC/BTC ○ President ○ Vice Presidents ○ Dean of BTC	NC ○ President ○ Vice Presidents	RCC ○ President ○ Vice Presidents
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Addendum II: Immediate Notification Protocols Following a Critical Incident

Emergency Conditions	Notification Procedures Immediately Following the Critical Event
Active shooter	1. An individual calls 911 2. Police Sergeant/Officer notifies the Police Chief or designee 3. The Police Chief designee either sends the initial RAVE alert themselves or contacts Risk Management to send the alert on behalf of the Police Chief 4. Risk Management activates the EOC 5. The Police Chief or designee notifies VC BFS and the college president when time permits.
Police activities, violent protests, civil disturbances/demonstrations	1. An individual calls 911 for suspicious activities and/or civil unrest 2. Sergeant/Officer notifies the Police Chief or designee 3. The Police Chief or designee notifies VC BFS & the college president 4. The Police Chief or designee either sends the initial RAVE alert themselves or contacts Risk Management to send the alert on behalf of the Chief of Police if needed 5. Risk Management activates the EOC if a RAVE alert is issued 6. The Police Chief or designee notifies Strategic Communication and Risk Management if EOC is not activated.
Serious student/employee injuries and/or medical emergencies at district property or sponsored event (reported via 911 call)	1. An individual calls 911 to report an employee/student injury 2. The Police Chief or designee notifies VC BFS & the College President 3. The Police Chief or designee either sends the initial RAVE alert themselves or contacts Risk Management to send the alert on behalf of the Police Chief 4. Risk Management activates the EOC if a RAVE alert is issued 5. The Police Chief or designee notifies Risk Management and Strategic Communication if EOC is not activated
Employee/student fatality at the district property or sponsored event	1. An individual calls 911 2. Police Sergeant/Officer notifies the Police Chief or designee 3. The Police Chief or designee either sends the initial RAVE alert themselves or contacts Risk Management to send the alert on behalf of the Police Chief 4. Risk Management activates the EOC 5. The Police Chief or designee notifies VC BFS and the college president when time permits.
Cyberattack	1. An end-user reports the cyber event to IT or IT staff detects unusual activities 2. IT staff evaluate the potential cyberattack and report the event to the AVC of IT Services when needed 3. The AVC of IT Services notifies the VC of Ed Services if the cyberattack may impact the operation 4. The AVC of IT Services sends the initial communication if the cyberattack impacts the operation 6. The VC of Ed Services sends RAVE alert and activates the EOC if needed

Emergency Conditions	Notification Procedures Immediately Following the Critical Event
Earthquake	1. The Facilities department assesses the damage and reports it to VPBS 2. VPBS notify the college president if the earthquake impacts the operations 3. The college president or designee issues the initial RAVE alert and activates the EOC if needed
Fire	1. An individual calls 911 or activates a fire alarm. 2. Sergeant/Office notifies the Police Chief or designee 3. The Police Chief or designee notifies VC BFS and the college president if the fire alarm impacts operations 4. The college president or designee issues the initial RAVE alert and activates the EOC if needed 5. If EOC is not activated, the Police Chief or designee notifies Risk Management and Strategic Communications
Flood/water intrusion	1. The Facilities Department assesses the damage and reports it to VPBS 2. VPBS notifies the college president if the flood/water intrusion impacts the operations 3. VPBS works with Strategic Communications to send the initial email communication to employees and students 4. The college president or designee issues an initial RAVE alert and activates the EOC if needed. 5. VPBS reports the damages to Risk Management. Risk Management works with VPBS/Facilities for remediation 6. Risk Management notifies VC BFS
Large hazardous material release/spill	1. During Normal Business Hour - An individual calls the college safety coordinator to report hazardous materials spills & the college safety coordinator assesses the damage and reports it to VPBS 2. Outside of regular business hours - Individuals call 911 to report hazardous materials spills, and RCCD PD informs VPBS 3. VPBS coordinates spill clean-up. Risk Management provides technical support upon request. 4. VPBS notify the college president if the hazmat incident impacts the operations 5. VPBS works with strategic communications to send the initial communication to employees and students. 6. The college president or designee issues the initial RAVE alert and activates the EOC if needed 7. VPBS reports the spill to Risk Management, and Risk Management notifies VC BFS if needed
Power outage and utility failure	1. An individual reports the power outage to the Facilities Department 2. The Facilities Department assesses the condition, contacts the utility company, and reports it to the VPBS 3. VPBS notify the college president if the power outage incident will impact the operations 4. VPBS works with strategic communications to send the initial communication to employees and students

Emergency Conditions	Notification Procedures Immediately Following the Critical Event
	5. The college president or designee issues the initial RAVE alert and activates the EOC if needed
Wildfire and wildfire smoke	1. VPBS monitors the wildfire and smoke conditions 2. VPBS notify the college president if the condition will impact the operations 3. VPBS works with Strategic Communication to create communication with employees and students if needed 4. The college president or designee issues the initial RAVE alert and activates the EOC if needed.
Storm	1. VPBS monitors the storm conditions and coordinator storm preparation 2. VPBS notify the college president if the storm impacts the operations 3. The college president or designee issues the initial RAVE alert and activates the EOC if needed

Addendum III- EOC Team Members

Colleges EOC	District EOC
EOC members ○ President ○ Vice President of Academic Affairs ○ Vice President of Business Services ○ Vice President of Student Services ○ Vice President of Planning and Development Support Staff ○ Chancellor ○ Deputy Chancellor & Provost ○ Vice Chancellor, Business and Financial Services ○ Vice Chancellor, Educational Services & Strategic Planning ○ Vice Chancellor, Human Resources & Employee Relations ○ Vice Chancellor, Institutional Advancement & Economic Development ○ Associate Vice Chancellor, IT ○ Chief of Police ○ Director of Strategic Communications ○ Director of Risk Management ○ District Safety and Emergency Manager	EOC members ○ Chancellor ○ Deputy Chancellor & Provost ○ Vice Chancellor, Business and Finance ○ Vice Chancellor, Educational Services & Strategic Planning ○ Vice Chancellor, Human Resources & Employee Relations ○ Vice Chancellor, Institutional Advancement & Economic Development Support Staff ○ President Moreno Valley College ○ President Norco College ○ President Riverside City College ○ Associate Vice Chancellor, IT ○ Chief of Police ○ Director of Strategic Communications ○ Director of Risk Management ○ District Safety and Emergency Manager

Appendix G: After Action Report

An After-Action Report is to be completed for critical events such as:

- Cyberattack
- Drills and Exercises
- Earthquakes that result in injuries or damage
- Evacuations of any building
- Fire with damage
- Flood/water intrusion
- IT-related outages that impact operations
- Lockdown or Shelter-In-Place
- Police Investigation that results in a noticeable police presence (resulting in mass notification)
- Power outages that have an impact on operations
- Storm that results in injuries or damage

HOW TO COMPLETE THE REPORT

1. Within 24 hours, debrief the event, brainstorm on what went well and what needs improvement, and provide steps for improvement.

- For College incidents - the Vice President of Business will initiate this process
- For District incidents or district-wide incidents – this process will be initiated by the District Emergency Manager

The individuals involved in the event debriefing may vary depending on the critical event but will most likely include:

- VP of Business Services
- Facilities Directors
- Health Services Director /Manager
- College Safety Coordinator
- Strategic Communications Director
- Director of Risk Management
- District Emergency Manager
- Police Sergeant

2. An after-action report must be completed within 7 days after the conclusion of the critical event.

- For College incidents - the Vice President of Business will ensure the form is completed
- For District incidents or district-wide incidents - the District Emergency Manager will ensure this form is completed

3. Distribution of the after-action reports:

A copy of the after-action report shall be sent to:

- All individuals who contribute to the after-action report
- All Individuals who are assigned a corrective action task
- Risk Management
- College President
- VC of Business and Financial Services

AFTER ACTION REPORT

DATE:		TIME:	
SITE/COLLEGE:		BUILDING/AREA:	
TYPE OF INCIDENT:			
INDIVIDUALS CONTRIBUTING TO AAR:			
AAR TYPED BY:			
DESCRIPTION/TIMELINE OF THE EVENT (PLEASE INCLUDE A DETAILED TIMELINE AND NAMES OF ALL INVOLVED):			
AREAS OF SUCCESS			
AREAS FOR IMPROVEMENT			
AFTER ACTION PENDING ITEMS	PERSON(S) TO COMPLETE	PROJECTED DATE FOR COMPLETION	COMPLETION DATE
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
Notes:			